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Employer attractiveness

What effect does CSR have, and how can
organizations become attractive to Norwegian
Business students?

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Abstract

According to Greening and Turban (2000), at a time when corporate success is depending more and more on a quality workforce, firms are becoming increasingly aware of the need to attract the best workers to their organizations. The contributions of this paper are that for Norwegian Business students, increasing the Corporate Social Responsibility (CSR) profile for a Norwegian company does not seem to have a favorable effect on the company's perceived attractiveness as an employer.

Instead the findings indicate that attitude towards the proposed recruitment literature, in this case a company's trainee ad, has a significant influential effect on Norwegian Business students' intention to apply for a job. In addition the results of this study seem to suggest that for Norwegian Business students the organizational components of social value, development value and interest value, seem to be more important than other motivational factors such as economic values. Thus, the findings seem to indicate that by emphasizing specific qualities of symbolic or instrumental value in a company's recruitment literature, Norwegian Business students are likely to use this information to search for similarities between their employment interest and the organization's characteristics. Therefore, by highlighting the unique aspects of the firm's employment offerings and environment, firms can use the tool of Employer branding as a means to reach out to Norwegian Business students and motivate them to apply for the offered positions.

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CHAPTER 1: INTRODUCTION

“As organizations in most parts of the developed world have to compete more vigorously in the “war for talent”, becoming an employer of choice is a central HR and business imperative” (Pheffer, 1998, in Martin et al. 2005)

Findings done by e.g. Gotsi and Wilson (2001) show that people and their talent are increasingly being recognized by organizations as their most important asset. Further, Greening and Turban (2000) argue that recent theorizing and evidence converges on the conclusion that effective management of human resources can provide competitive advantage to a firm. Thus an important aspect of human resource management is the attraction and retention of qualified workers. Accordingly, there exists a level of competition among employers as to how best attract and retain talented workers. An example is participation in so called “Best place to work” rankings. One in particular is the annual “Universum Norwegian Graduate Survey” which conveys Norwegian students’ workplace preferences. Among the participants are Norwegian Business students. Findings of the 2008-Survey revealed that placed as number one is StatoilHydro (Universumglobal.com). Another published ranking is the Great Place to Work® ranking by Institute Norway. Here this year’s result (2008) show that 86% of the employees in StatoilHydro awarded the company top score in response to the question of whether the company was a great place to work (StatoilHydro.com).

By publishing results like these, companies such as StatoilHydro are increasingly applying marketing principles to the field of recruitment. One such marketing tool is that of Employer branding. *Employer branding* can be defined as “a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm” (Sullivan 2004, in Backhaus and Tikoo 2004). However the act of *managing* the awareness and perceptions of stakeholders is constantly being put to a challenge. This summer the world one morning woke up to a situation of financial crisis. Or so it seemed to most spectators not working on Wall Street. All though it is too early to make any judgments about how the current

situation will affect the future behavior of various stakeholders, we can but only look to the past and study what actions have previously been taken under similar conditions. In particular, the most recent wave of high-profile collapses of a number of larger U.S. firms such as Enron Corporation and Worldcom, cultivated a climate of defiance toward the business world. These incidents further led to the emergence of shareholder activism and corporate governance reform (Maignan and Ferrell 2004). Put differently, firms suddenly stood over an increasing demand for information from the public. As a result several companies realized that they needed to improve their images, and thus decided to take a more proactive approach and openly profile themselves as socially responsible (Maignan and Ferrell 2004). At the same time models of Corporate Social Responsibility (CSR) began to emerge in the world of academics with most of these claiming that companies have a responsibility to respond to societal needs and pressures (Maignan and Ferrell 2004). Therefore when looking ahead, the result from the ongoing economic uncertainty surrounding us may be that an even more explicit focus on what organizations say and do with regard to important stakeholders and societal constituencies will continue to grow of importance.

1.1 The case of StatoilHydro

StatoilHydro became established on October 1st 2007 following the merger between Statoil and Hydro's oil and gas activities. Among the larger organizational changes in which StatoilHydro is facing as a result of the merger, are the structural challenges of maneuvering its employment base. As a means to restructure and reorganize the company's organization chart, StatoilHydro decided to offer employees the age of 58 and above the option of leaving the company and start elsewhere, while still obtaining 70% of their annual salary. The popular response to this offer resulted in StatoilHydro losing a lot of manpower over a very short period of time (over 1500 employees accepted the offer, ledernett.no, 08.01.07). Therefore a large employee-gap still exists as StatoilHydro faces yet another challenge: How to attract people who not only have the needed knowledge but also the qualifications StatoilHydro is looking for. Thus despite the popularity the company obtains among Norwegian Business students, Norwegian

Business students have for the last five years prior to the merger ranked Statoil as the most wanted company to work for, as well as Hydro who since 2005 has been placed among the top four (both findings provided by Universum, 08.10.31., see appendix 4), the importance of recruiting the right people overrules the need to fill empty positions. As such, effectiveness in recruiting in order to attract the right kind of employees seems to be of critical importance for StatoilHydro.

1.2 Research questions

Taking the situation of StatoilHydro into consideration this study aims at answering three overall research questions. As stakeholders seem to have taken a larger role in defining the roles and responsibilities of business in society (Warhurst 2005), the first research question is directed towards companies profiling themselves as socially responsible.

Based on what appears to have become an increased public demand for companies to act responsibly to societal needs and pressures (Maignan and Ferrell, 2004), this study aims at examining how information about a companies' CSR in particular will affect the stakeholder group of prospective employees, more precisely, Norwegian Business students. Thus the first research question addresses the following:

- 1) What effect will increasing the CSR profile of a Norwegian company have on the company's perceived attractiveness as an employer among Norwegian Business students?

In addition to looking at CSR as an organizational attribute, I further wish to study whether other motivational components might affect Norwegian Business students' intentions of applying for a job. As such, in addition to looking at CSR, a broader framework of motivational components leading to employer attractiveness will be used in order to see whether any variation in terms of influencing Norwegian Business students' job pursuit intentions exists. By this the second research question addresses:

- 2) Which motives including CSR explain variation in intention to apply for a job among Norwegian Business students?

Further, scholars studying the marketing field of Employer branding have found that exposure to recruitment brochures seem to affect both specific beliefs and general attitudes toward job openings (Barber and Roehling 1993). Although recruitment advertising exists in various forms, the choice of medium for this research study ended on choosing a trainee ad. By this I wish to study what affect this specific form for recruitment advertising may have on the selected stakeholder group. As such the final research question is:

- 3) What effect does a trainee ad have on motives and intensions among Norwegian Business students?

In order to address these research questions I will first give an introduction to the concept of Employer branding. Following I will look at what factors affect a prospective applicant's job choice decision, and having made an overview of these, I then turn to study the CSR phenomenon. Having covered the theoretical ground, I then present three hypotheses as a result of the first proposed research question. These hypotheses will further be studied by conducting an experiment, followed by a representation of the findings and a discussion of these. Further, the following two research questions will be investigated in an extended study followed by a discussion of the findings. Finally I will draw conclusions as an attempt to answer the three posted questions.

CHAPTER 2: EMPLOYER BRANDING

“In order to attract potential recruits an organization needs to develop a strong employer brand in the marketplace” (Martin et al. 2005).

2.1 What is an Employer brand

An *Employer brand* has been defined as the “company’s image as seen through the eyes of its associates and potential hires, intimately linked to the “employment experience” of what is it like to work at a company, including tangibles such as salary and intangibles such as company culture and values” (Ruch, 2002 in Martin et al. 2005). Accordingly Employer branding can be described as the “sum of a company’s efforts to communicate to existing and prospective staff that it is a desirable place to work” (Lloyd 2002 in Berthon et al. 2005).

Yet in order to develop an understanding of how organizational activities early in the recruitment-process may affect job seekers’ application decisions, I follow the footsteps of previous research, and turn to the marketing literature. Specifically, Keller (1993) suggests that research on customer-based brand equity indicates that by creating a unique, favorable brand image in consumers’ minds, organizations can increase the likelihood that their products or services will be chosen over similar products or services. By *image* Keller (1993) refers to the set of associations linked to the brand that we hold in memory. Transferring this to the world of organizations, organizational image has in the recruitment literature been described as both general reactions towards a company (Gatewood et al. 1993), as well as beliefs about a specific set of attributes about the firm (Belt & Paolillo, 1982 in Collins and Stevens, 2002). Once potential applicants have been attracted to the organization they develop a set of assumptions about employment with the firm (Backhaus and Tikoo 2004). Such assumptions are based on the associations each prospective employee has to the company at hand. Put differently, it is the associations that shape the employer or organizational image that in turn affects the attractiveness of the organization to prospective employees. Accordingly, Backhaus and Tikoo (2004) describe Employer branding as a stepwise process. The first step the organization develops is the “*value proposition*”, meaning a representation of what the

company offers to its employees. Secondly, the organization then markets this “value proposition” externally to its targeted prospective employees as well as other stakeholders involved in the recruitment process. Since the objective of this research is to study the recruitment process of prospective employees, the third step involving internal marketing will not be looked upon.

2.2 A desirable employment image

Gatewood et al. (1993) studied the concept of corporate image and found that perception of an organization’s image is a significant predictor of decisions to pursue employment with that company. Riordan et al. (1997) support this by commenting that previous studies have indicated the development of corporate image as a function of signals that an organization transmits to its various stakeholder groups. *Corporate reputation* is defined as a signaling activity and a stakeholder interpretation or perception of the available information on corporate actions (Fombrun and Shanley 1990 in Riordan et al. 1997). By this Riordan et al. (1997) further argue that these signals serve an important function in the competitive markets in which the firm operates. By among other things conveying information about otherwise unobservable characteristics, these signals are looked upon as important to the market choices of potential stakeholders. Thus, as also suggested by Turban et al. (1998), applicant perceptions of job and organizational attributes based on an organization’s conveyed image, may have a positive direct effect on applicant attraction to firms. As stakeholders are concerned, Riordan et al. (1997) further propose that each stakeholder group can be said to have a different relationship with the organization, as well as different interests that need to be satisfied through that relationship. Based on this, Riordan et al. (1997) suggest that various stakeholders selectively will process the various organizational signals as a way to judge the effectiveness of that specific organization when it comes to satisfying their interests and needs.

Summing up, Collins and Stevens (2002) suggest that firms that understand how their job opportunities match the needs of employees, and further communicate the value of their

job opportunities through a strong and consistent employment brand, will have a strategic advantage in the “war for talent”. Thus by highlighting the unique aspects of the firm’s employment offerings and environment, it is suggested that firms can use the tool of Employer branding as a means to reach out to potential candidates.

However according to Hatch and Schultz (2008) many companies make the mistake of developing an independent employer brand separated from the rest of the company’s corporate branding process. Such a separation they argue will endanger the company’s overall identity.

2.3 Corporate Branding, an integrated and holistic approach

Hatch and Schultz (2002) make the argument that organizational identity refers broadly to what members perceive, feel and think about their organizations. As such organizational identity can be described as a collective, commonly-shared understanding of the organization’s distinctive values and characteristics. In order to build meaningful relationships between an organization and its surroundings, *Corporate Branding* is increasingly being used more and more in a market management strategy among organizations. As implied by the Hatch and Schultz (2002), it has developed as a response to increasing stakeholder expectations that companies become more clear, sharp and coherent when answering who they are as an organization and what they stand for when it comes to others. However, unlike the classical branding approach, Corporate Branding does not limit its view to just focusing on consumers and customers. Instead brand value is created by the relationships an organization forms through its enterprise which includes many other stakeholders in addition to customers (Hatch and Schultz, 2008). Corporate Branding can therefore best be described as the process of creating, nurturing, and sustaining a mutually rewarding relationship between a company, its employees and external stakeholders (Hatch and Schultz, 2008).

As such Hatch and Schultz (2002) propose that in order to understand how internal and external definitions of organizational identity interact, one needs to take an integrated and

holistic perspective. As a tool Hatch and Schultz (2002) model four processes that link an organization's identity, culture and image together: *mirroring*-the process by which organizational identity is mirrored in the images of others, *reflecting*-the process by which identity is embedded in cultural understandings, *expressing*-the process by which culture makes itself known through identity claims, and *impressing*-the process by which expressions of identity leave impressions on others (see figure 1). As Hatch and Schultz, (1997) state: "Who we are, is reflected in what we are doing and how others interpret who we are and what we are doing".

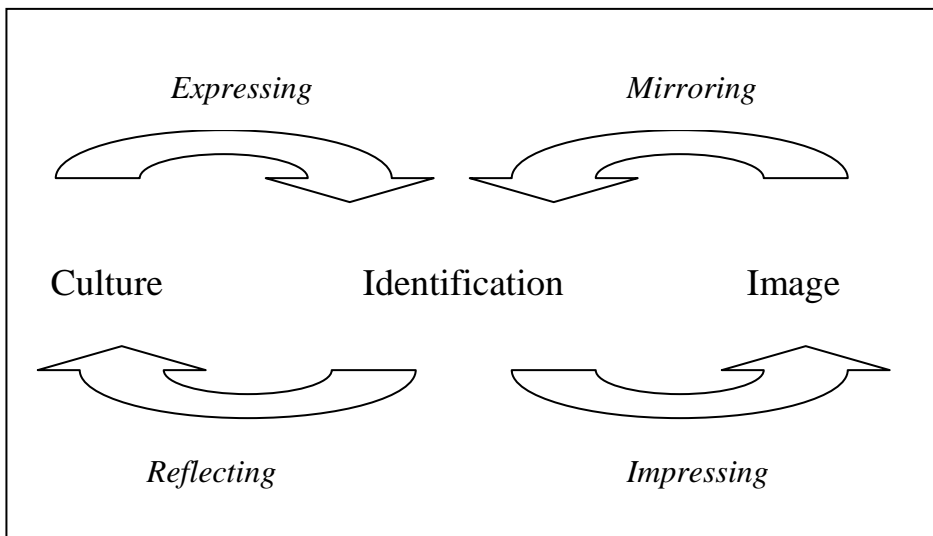


Figure 1: Corporate Branding model based on Hatch and Schultz (2002)

By this organizational values can be looked upon as an integral part of the employment image as they convey signals to candidates indicating what it will be like to work for a company (Backhaus et al. 2002). Therefore one could state that when using the tool of Employer branding, the intent is to *express* a company's identity claims in order to *impress* the intended target group. Supporting research done by Gotsi and Wilson (2001) reveal that companies therefore should be very clear in their recruitment advertising about the image they are projecting to their prospective employees, in addition to being careful in selecting people who fit the values the organization stands for. Accordingly, all messages about the nature and style of the organization, the core values that characterize

the company, the way things work within the organization, and the culture that prevails, are factors that are becoming increasingly important in the recruitment and selection process (Gotsi and Wilson 2001).

Therefore, in order for a company to reach out to their preferred candidates of choice, it is important to understand what attracts, drives, and motivates a person's job choice decision. Such an overview will be presented in the chapter below.

CHAPTER 3: ORGANIZATIONAL ATTRIBUTES AND EMPLOYER ATTRACTIVENESS

3.1 Job choice and uncertainty

At early stages of the recruitment process it is difficult for potential applicants to visualize exactly what it would be like to be an employee of a firm (Turban, 2001). For starters, a workplace is more difficult to evaluate than a specific product. Not only is it less tangible, students also face limited opportunities to visually inspect organizations, not to mention gain firsthand working experience. “In particular for inexperienced job seekers it is difficult to compare available job options on the basis of the true attributes of the job and company, as many attributes are unknown or unknowable” (Collins and Stevens, 2002). Therefore as mentioned above, applicants are likely to interpret information about the firm as providing “signals” about what it would be like to work in the firm (Backhaus et al. 2002).

I am aware that there are certain arenas where Norwegian Business students and companies have the potential to interact more than during the rest of a student’s career. Company presentations and so-called “Career days” are both events where Business students have the ability to take a “sneak peak” and increase their knowledge-levels. Also, internships and student projects are both ways in which Business students have the ability to “try on” the organization of choice. Still I believe it is safe to say that the authenticity of such pre-defined settings will never fully match the actual experience of interacting with employees in the organization’s working environment. As such I argue that uncertainty is an influential factor potential applicants face when trying to sort out their organizations of choice.

3.2 Job choice determinants

A variety of previous research has looked at different sets of factors important to individuals when evaluating jobs. Up until the turn of the millennium, Thomas and Wise (1999) argue that information directly related to the job was looked upon with greater

importance to job seekers' decision making than other organizational factors. Lievens and Highhouse (2003) support this notion by informing that organizational attraction is influenced by applicants' perceptions of job and organizational characteristics such as pay, opportunities for advancement, location, career programs, or organizational structure. However they argue that although potential applicant's initial attraction to organizations can be partially explained on the basis of these attributes, they are probably less useful for organizations in terms of differentiating themselves from their competitors in the early stages (Lievens and Highhouse 2003).

3.2.1 Instrumental and Symbolic attributes

Although an introduction to the concept of employer branding was given above, the initial definition of the term is relevant here. An employer brand is "the package of functional, economic and psychological benefits provided by employment and identified with the employing company" (Ambler and Barrow 1996, in Berthon et al. 2005). As such it may seem as though employees associate both instrumental functions and symbolic meanings to a company. Here, *instrumental attributes* are defined as describing the job or organization in terms of objective, concrete and factual attributes that the job or organization either possesses or not (Lievens and Highhouse 2003). *Symbolic attributes* however Lievens and Highhouse (2003) explain, are linked to people's need to maintain their self-identity, enhance their self-image, or express themselves. According to Backhaus and Tikoo (2004), in the context of recruitment, symbolic benefits are related to how potential applicants will be attracted to a firm based on the extent to which they believe that the firm possesses the desired employee related attributes and the relative importance they place on those attributes.

By drawing on this instrumental-symbolic framework, Lievens and Lighthouse, (2003) found that the symbolic meaning prospective employees associate with the employing organizations was given a more important role in applicant's attractiveness to an organization than job and organizational attributes. Although their study was limited to companies within the same industry, their findings suggest that applicants overall are more attracted to employing organizations which traits are similar to their own

personality and values. This corresponds with the context of social identity theory, in which scholars such as Ashforth and Mael, (1989) and Dutton et al. (1994) believe that the organization in which people work is one of the most important determinants of their self-concept as well as social identity. As such the individual's identification with the organization requires an idea of an organization with some distinct features the individual can identify with.

3.2.2 Employer attractiveness

Employer attractiveness is defined as the envisioned benefits that a potential employee sees in working for a specific organization (Berthon et al. 2005). As previously mentioned, initial job choice decisions are often related to the image of the employing organization, and these perceptions are based upon the information about the organization which is available to job seekers (Gatewood et al. 1993). Based on the findings of their recent study, Berthon et al. (2005) suggest a way to both identify and operationalize the components of employer attractiveness from the perspective of potential employees. The five factors are: Interest Value, Social Value, Economic Value, Development Value, and Application Value.

Interest value assesses the extent to which an individual is attracted to an employer that provides an exciting work environment, novel work practices and that makes use of its employee's creativity to produce high-quality, innovative products and services. *Social value* assesses the extent to which an individual is attracted to an employer that provides a working environment that is fun, happy, provides good collegial relationships and a team atmosphere. Thus this value represents an organization's working environment. *Economic value* assesses the extent to which an individual is attracted to an employer that provides above-average salary, compensation package, job security and promotional opportunities. *Development value* assesses the extent to which an individual is attracted to an employer that provides recognition, self-worth and confidence, coupled with a career-enhancing experience and a springboard to future employment. Finally *Application value* assesses the extent to which an individual is attracted to an employer that provides an opportunity for the employee to apply what they have learned and to teach others, in an

environment that is both customer orientated and humanitarian. By humanitarian, Berthon et al. (2005) explain this as “giving back to society”. Therefore I believe it is safe to say that a company’s CSR-engagement is to be placed here. The following model gives an overview of the factors leading to employer attractiveness:

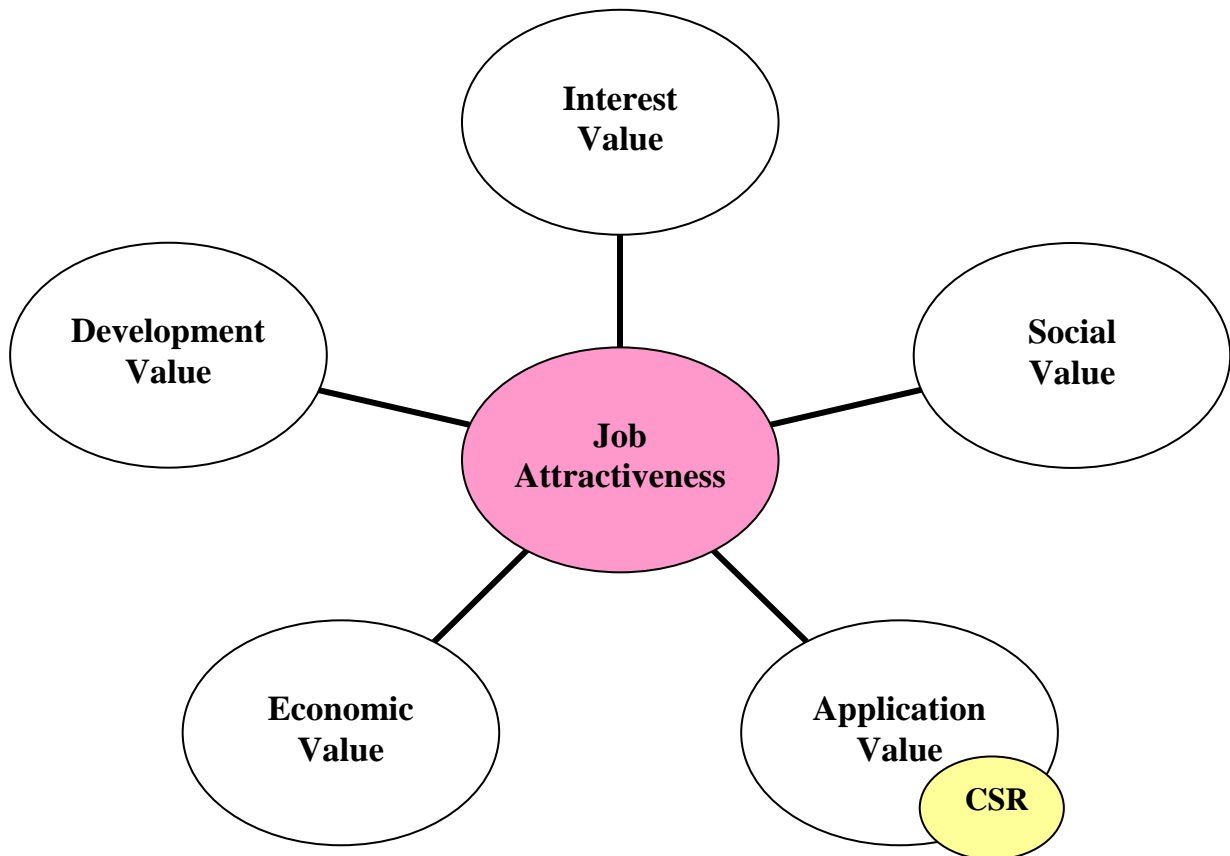


Figure 2: The components of Employer Attractiveness (Berthon et al., 2005)

Based on the contents of each component, I believe this model in many ways manages to integrate instrumental attributes with employees’ symbolic needs, two categories which can be looked upon as the two main ingredients of an employer’s offerings. Further, prior studies show that job attributes that in particular have explained unique variance in attraction to an employer are a supportive work environment, challenging work, and location (Turban et al. 1998). Thus if one was to compare these attributes to the suggested components of Berthon et al. (2005), a supportive work environment would supposedly

fall under Social value, whereas challenging work and location would most likely be placed under the label Interest value, based on its existing attributes as mentioned above.

In the following chapter, a further introduction to the employer related attribute CSR is provided.

CHAPTER 4: CORPORATE SOCIAL RESPONSIBILITY

“A new breed of job seeker is placing ethical issues above financial incentives when considering a job offer. Future job packages need to reflect this new found ethical consciousness among job seekers if companies are to remain their appeal”

(Keith Robinson, Website Director totaljobs.com in Ipsos MORI, 2006)

4.1 What is Corporate Social Responsibility?

The *Corporate Social Responsibility (CSR)* construct describes the relationship between a business and the larger society. A broad definition states CSR as “actions that appear to further some social good beyond the interest of the firm and that which is required by law” (McWilliams and Siegel, 2001). A more specific description applied by Carroll, (1991) theorizes that CSR refers to a “business entity’s attention to and fulfillment of responsibilities to multiple stakeholders which exist at various levels: economic, legal, ethical and philanthropic”. While a firm’s *economic* responsibility is described as producing goods and services that consumers need and want while making an acceptable profit in the process, their *legal* responsibilities involve a “social contract” between themselves and society. According to this contract the company is expected to pursue its economic mission within the framework of the law. Further *ethical* responsibilities involve those activities and practices that are expected or prohibited by societal members even though they are not codified into law. These responsibilities embody norms and expectations that reflect a concern for what employees and other shareholders regard as fair. Finally *philanthropic* responsibilities encompass corporate actions that are in response to society’s expectation that “businesses be good citizens such as engaging in programs to promote human welfare and goodwill” (Carroll, 1991).

According to Warhurst (2005), the most significant CSR-driver is the emergent role of stakeholders in defining the roles and responsibilities of business in society. As such McWilliams and Siegel (2001) propose that many companies have responded to

heightened stakeholder interest in CSR in a positive manner by devoting additional resources to promote this responsibility

Further Warhurst (2005) claim that the role of business in society in the 21st Century has evolved from being just about philanthropy (ethical and discretionary) and social impact to evolving around how a company constructs and positions itself in society. This Klein and Dawar (2004) state, is supported by several scholars who suggest that a company's motivation is also to be found from that of self-interest, i.e. in terms of increased competitiveness. Still there are companies who avoid any attempt to satisfy the demand for CSR, based on the belief that such efforts are inconsistent with profit maximization and the interests of shareholders, whom they perceive to be the most important stakeholder. As such there are those who claim that firms to a large extent implement CSR activities only as a competitive move, meaning if there is reason to believe that their position in the market will be worsened without CSR (Haigh and Jones 2006).

4.2 Corporate Social Performance (CSP)

“CSP is not an innocent adventure for executives, but rather a strategy for achieving corporate objectives” (Dentchev, 2004)

The *Corporate Social Performance (CSP)* construct embraces the different aspects in the meaning of a ‘socially responsible’ business. As such CSP was introduced as a method of evaluating how well organizations are meeting their corporate social responsibilities (Albinger and Freeman, 2000). According to Wood (1991) CSP can be described as a “business organization’s configurations of principles of social responsibility, processes of responsiveness and policies, programs, and observable outcomes as they relate to the firm’s relationships” (in Albinger and Freeman 2000). By also referring to Wood (1991) Clark (2000) elaborated that the social *principles* help to describe CSR, which is based on legitimacy, public responsibility, and managerial discretion. As for the social *process* of CSR, Clark (2000) explains that this includes environmental assessment, stakeholder management, and issues management. Finally, by *outcomes* this is a description used for

corporate behavior on social impacts, programs, and policies (Clark 2000). As such Dentchev (2005) suggest that CSP can be interpreted as a corporate investment in stakeholder satisfaction and in the prevention or resolution of alarming social and environmental developments.

As for investments, Klein and Dawar (2004) suggest that CSR may have a “dormant” effect that is activated in circumstances in which consumers rely on corporate associations to inform their judgments. This suggestion is based on findings which imply that positive CSR associations may be instrumental in reducing the risk of damage to brand evaluations in the event of a calamity. As such Klein and Dawar (2004) argue that their findings open up for a potentially novel conceptualization of the impact of CSR, namely that CSR is like an insurance policy that is there if you need it.

One arena in which CSP to a large extent has been studied is in relation to how it affects a firm’s financial performance (McWilliams and Siegel, 2001). In fact it was in the process of exploring the financial implications of CSP that the good management theory was developed which suggested that good management of relationships with various stakeholders result in stronger corporate performance (Backhaus et al. 2002). As Backhaus et al. (2002) further explain by leaning on Freeman (1984), stakeholder theory provides the underpinning for the good management theory by positing that companies have the responsibility to those who have invested interest in the firm’s performance as well as those who are directly affected by the firm’s actions. As employees were among the important stakeholders to be identified in CSP research, Greening and Turban (2000) contributed to the field by stating that so too are prospective employees.

4.3 CSR in terms of strategic competitiveness

Scholars argue that part of a firm’s image is influenced by knowledge of the firm’s actions regarding social responsibility (i.e. Riordan et al., 1997; Greening and Turban, 2000). Part of this knowledge is given as Riordan et al. (1997) explain, through an organization’s signaling actions, or by using the term by Hatch and Schultz (2002), through a company’s *expressing* process. For instance, as suggested by Greening and

Turban (2000), a company's social policies may serve as signals of working conditions as well as denote organizational values and norms. Thus McWilliams and Siegel (2001) among others state that a company's CSP can constitute a source of competitive advantage. As suggested by Greening and Turban (2000), CSP will positively affect the attractiveness of an organization as a potential employer because prospective applicants will experience positive outcomes such as enhanced self-concepts from being employed by firms that engage in more socially responsible actions. Further, findings made by Dentchev (2004), suggest that in particular, contributing to society and the natural environment will result in good corporate reputation. As such Dentchev (2004) argues, CSP signals favorable information to stakeholders, which again will have an effect on their attractiveness towards the given company.

4.4 CSR and recruitment

In terms of recruitment, findings show that companies perceived to have strong CSP policies are perceived as more attractive employers. In fact it has been implied that CSR-profiled companies often find it easier to recruit employees, particularly in tight labor markets (Palimeris, Ipsos MORI, 2006). For instance a survey conducted by Manpower (2005) found that almost half (47%) of the asked job seekers said they were more likely to join or stay with a company that addresses social issues ("What makes a great company?", Manpower 2005, in Ipsos MORI, Palimeris, Nov 2006). In addition, in October 2006, the international nonprofit organization Net Impact conducted a survey to measure the attitudes and perspectives of MBA students on the relation between business and social/environmental concerns. Overall, 79% of the students who participated said they would seek socially responsible employment at some during their careers; 59% responded that they would do so immediately following Business school (Net Impact, May 2007). Also Albinger and Freeman, (2000) mention that *Forbes* reported a study done by Students for Responsible Business which found that more than half of 2100 MBA student respondents indicated they would accept a lower salary to work for a socially responsible company. However, although these findings seem to support that people have a favorable attitude towards CSR, this does not necessarily mean that their attitude will be consistent with their actual behavior. By this I mean that although

attitudes are important because they often form the basis for behavior (e.g. brand choice) (Keller, 1993), what people say they do and what they actually do may be two different things. As such attitudes can serve as a “value-expressive”-function by allowing individuals to express their self-concepts (Keller 1993, leaning on Katz 1960 and Lutz, 1991) such as conveying that CSR is important, yet what actually effects the final choice decision is difficult to determine.

In this paper, the term Corporate Social Responsibility (CSR) will be used as a collective term for a company’s social responsibility as well as Corporate Social Performance.

Summing up, we turn to Albinger and Freeman (2000) who state that: “As media and special interest group coverage of both socially responsible and irresponsible actions by corporations continues to increase, and as corporations increasingly include information about their social responsible posture in recruitment brochures, this information will reach job seekers and possible afford a competitive advantage in recruiting to firms with socially responsible signals”.

By this we further introduce the first research model and following hypotheses.

CHAPTER 5: MODEL AND HYPOTHESES- RESEARCH QUESTION 1

As proposed this study starts of by examining what effect an increase in CSR profile of a Norwegian company will have on the company's perceived attractiveness as an employer among Norwegian Business students. In order to answer this, the research model presented below illustrates a possible overview of how the various variables are related to each other:

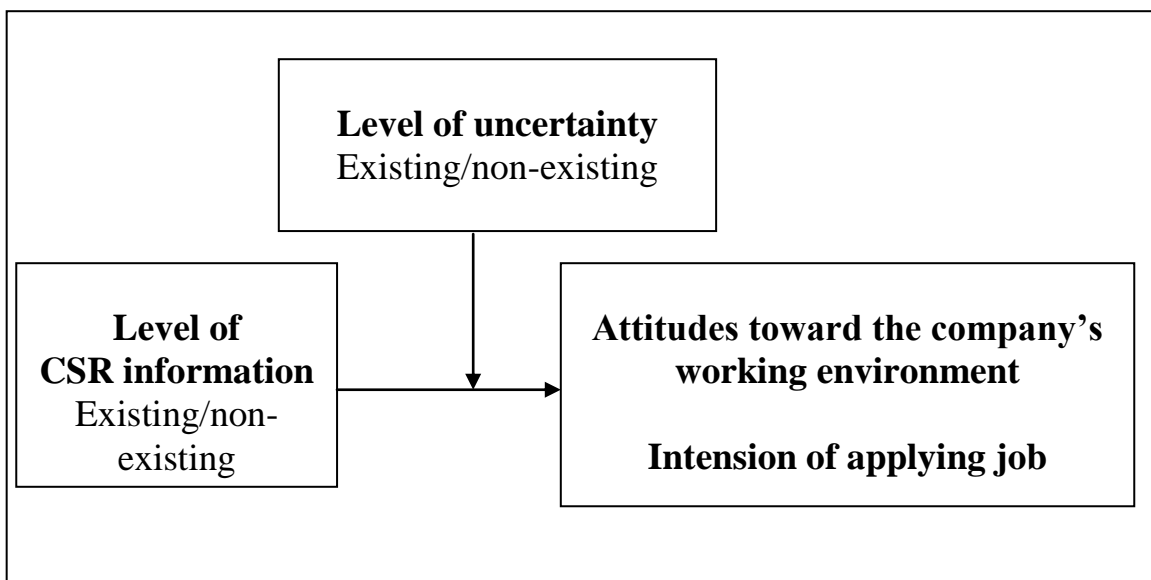


Figure 3: Research model 1

The model shows the relation between the level of CSR-information provided and potential applicants' responses toward two organizational-related factors: the company's working environment and intension of applying job. As such these two factors will be studied as two measures of a companies' attractiveness among Norwegian Business students. The reason a company's working environment was chosen along with intension to apply for a job was among other based on previous findings done by Turban et al. (1998) suggesting that a supportive working environment influenced employer attractiveness. Thus these two variables become the overall dependent variables and the level of CSR information the independent variable.

As research model 1 further shows a moderating variable is that of uncertainty. Based on the assumption that potential applicants already find themselves in a situation of uncertainty when evaluating a potential employer, I further wish to study whether an increase in the level of uncertainty will result in CSR having a stronger effect on the job pursuit intentions among Norwegian Business students. The hypotheses below elaborate these suggested relations further.

Based on findings suggesting that part of a firm's image is influenced by knowledge of the firm's actions regarding CSR (Riordan et al., 1997; Greening and Turban, 2000), and having further identified CSR as an underlying component of employer attractiveness (Berthon et al. 2005), I suggest that information about a company's CSR profile will have a positive impact on potential applicants' behavior. Therefore, in order to become an employer of choice among Norwegian Business students, one way Norwegian companies can use the marketing tool of Employer branding is by increasing their CSR profile. This argumentation is based on findings suggesting that perception of an organization's image is a significant predictor of decisions to pursue employment with a company (Gatewood et al. 1993). As such I suggest that potential applicants exposed to a company's CSR profile will report greater intentions of applying for a job than applicants who are not given this information. Therefore the first hypothesis is that:

H1: *Potential applicants exposed to a company's CSR profile will report greater job pursuit intentions than potential applicants who are not provided with this information*

By this I propose that CSR information provided by an employer will be recalled as part of the activation of corporate associations that occurs during a prospective employees' workplace evaluation, and further interpreted as an attractive factor connected to the given organization (Berthon et al. 2005). Thus I further argue that this attractiveness will positively affect the applicant's attitudes towards the given Norwegian company in terms of it being a possible future employer.

As such I further suggest that by emphasizing a company's CSR profile to Norwegian Business students, such a branding of the company will help visualize the "employment experience" of what is it like to work at a company (Ruch, 2002 in Martin et al. 2005) among Norwegian Business students. As was suggested by Greening and Turban (2000), a company's social policies may serve as signals of working conditions as well as denote organizational values and norms. Based on this I therefore want to examine whether information about CSR will affect applicant perceptions of the company's *working environment*. Thus the second hypothesis is that:

H2: *Information about a company's CSR profile will lead to a higher favorable ranking of the organization's working environment among potential applicants exposed to this information compared to those who are not*

5.1 Increased uncertainty

Given the implication that CSR-profiled companies often find it easier to recruit employees (Palimeris, Ipsos MORI, 2006), I in addition wish to examine whether information about a company's CSR profile also will lead to higher job pursuit intentions among Norwegian Business students when their level of uncertainty is high. As suggested by Klein and Dawar (2004), CSR may have a "dormant" effect that is activated in circumstances in which consumers rely on corporate associations to inform their judgments. Thus by transferring this to the world of recruitment I propose that information about a company's CSR profile will have a favorable effect on Norwegian Business students' judgments on whether to apply for a position or not when their level of uncertainty is high. Therefore I hypothesize that:

H3: *The effect of CSR on student's job pursuit intentions will be stronger when uncertainty levels are high.*

CHAPTER 6: METODOLOGY

Based on the first research question the initial focus for this paper is to investigate whether Norwegian companies can enhance their attractiveness among Norwegian Business students by increasing their CSR profile. Specifically I wish to study whether information about CSR will lead to greater job pursuit intentions as well as positively influence the potential applicants' attitudes toward the given company's working environment. Moreover, a hypothesis regarding the relation between CSR and employer attractiveness in the context of increased uncertainty is presented. Further in order to study what effects a trainee ad will have on Norwegian Business students' intention to apply for a job, the following use of methodology will be applied.

6.1 Research design

The research design is the overall plan for relating the conceptual research problem to relevant and doable empiric research (Ghauri et al 2002). The choice of design in order to see whether a change in the strength of the variables CSR and uncertainty will produce a change in the evaluation of the listed dependent variables is to construct an experiment. The outline of the experimental design is a 2x2x2 between-subjects factorial design. In this study, two levels of the two variables CSR and level of uncertainty (Δ) are presented to be tested on two different companies (see further company introductory below):

$$2(\text{CSR/no CSR}) * 2(\Delta/\text{no } \Delta) * 2(\text{StatoilHydro/DnB NOR})$$

When conducting an experiment the intention of randomly picking respondents to the various groups and in addition making sure you have a control group, is to try to control the experiment. Meaning: control the possible effects of an alternative explanation to the planned intervention and eliminate threats to internal validity (Ghauri et al. 2002). As such four different scenarios for each of the two companies will be randomly distributed to the respondents, resulting in eight different trainee ads in all:

	Change (Δ)	No change (Δ)
CSR	(CSR, Δ)	(CSR, 0)
No CSR	(Δ , 0)	(0,0)

Table 1: Research-design

Assuming that the groups are equivalent other than the randomly assigned intervention, I choose to use a posttest-only control group design. By posttest I mean that the measures will be taken after the experimental treatment is applied.

6.2 Procedure and participants

Recruitment advertising in the form of brochures and job postings has traditionally been used to disseminate information about openings (Collins and Stevens, 2002). Further, Collins and Stevens (2002) note that job advertising sources are frequently used by job seekers when making application decisions. While there is limited research on early recruitment advertising, scholars still argue that such advertising seem to have an effect on employer brand equity that is similar to those observed in marketing (Collins and Stevens, 2002). As previously mentioned one such study was that of Barber and Roehling (1993) who found that exposure to recruitment brochures affects both specific beliefs and general attitudes toward job openings (in Collins and Stevens, 2002). Accordingly, the use of medium for this research project is a trainee ad. As mentioned, the reason for this was the want to create a communication object that specifically is oriented towards Norwegian Business students.

More specifically the representative choice for this research study is master students from the Norwegian School of Economics and Business Administration (NSEBA). The reason for this is the belief that these master students go under the description “high-quality job applicants”. According to several scholars (e.g. Greening and Turban 2000; Albinger and Freeman, 2000), such applicants express high quality based on the fact that they expect to interview for more than one company and thus have several job choices, even in tight labor markets.

However in their work Berthon et al. (2005) raise the issue suggested that the use of student subjects in measurement development research threatens the external validity and generalisability of findings due to the non-representativeness and unique characteristics of the population. Still Berthon et al. (2005) argue that in their case, the students *are* in fact the subjects of measurement (and not ‘surrogates’ for other members of the population at large). As such the same reasoning is applied here. Also, being less than two years away from entering the job market, I argue that master students as a separate student group are appropriate for studies investigating factors influencing employer attractiveness.

6.3 Companies of choice

6.3.1 DnB Nor

In addition to conducting the experiment by using StatoilHydro as a company, I further have chosen to conduct this research on another well-known Norwegian company who also works actively with CSR. The company of choice is DnB NOR, who along with StatoilHydro has also been ranked high up in the Universum Norwegian Graduate Survey 2008 (Universumglobal.com).

6.4 Outline of survey

Prior to executing the survey the master students will be told that I am a master student currently working on my master thesis and that this thesis involves studying the attractiveness of relevant employers through the eyes of master students at NSEBA. By this I do not give away the real intention of the survey, but still manage to make the reasoning as realistic as possible. The master students will further be told that they will be presented with a trainee ad. I will then ask them to imagine that the trainee ad is an actual ad for the given company (either StatoilHydro or DnB NOR). Having read the trainee ad, the respondents will then be introduced to a series of rating questions. Ratings of the given statements are provided by using a Likert-style rating scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). This type of response scale gives a wider range of possible scores, and increases the available statistical analyses (Pallant, 2005). As to

ensure that the respondents read each statement carefully before ticking out a box, both negative and positive statements are included (Saunders et al. 2007). Also the participation in the study is entirely voluntary. However in order to reach as many respondents as possible, the respondents will be informed that participation-prizes will randomly be handed out to four participants.

6.5 Measures

6.5.1 Independent variable

Level of CSR information. The manipulations are based on existing CSR information from each of the two company's websites. By doing so the intent is to ensure the construct validity of the CSR-measures given (Pallant, 2005). As such StatoilHydro is associated to the principle of sustainability and environmental concern, and DnB NOR's interest in supporting organizations, cultural and sports events is further highlighted. As for master students that will not be exposed to information about the company's CSR profile, general information about the company is provided.

6.5.2 Moderating variable

Level of uncertainty. As CSR have been suggested to have a "dormant" effect that is activated in circumstances in which reliance on corporate associations is used to inform judgment (Klein and Dawar 2004), I wish to test this by introducing the 'circumstance' of organizational uncertainty as a means to whether the effect of CSR will be stronger among Norwegian Business students when their level of uncertainty is high. By expressing that the given company is in the process of changing its strategy as well as name, in addition to invite a trainee to take part in the process of change, I hope this manipulating information will sufficiently portray the company's current situation of being about to enter a process of larger strategic changes. The choice of uncertainty is influenced by StatoilHydro who is currently in the process of further developing and entrenching its business strategy both internally and externally, which also involves working on a new name and logo (StatoilHydro.com). As such the intent is that the respondents who answer the surveys for StatoilHydro in particular will treat this information as an authentic introduction to a time of increased uncertainty. Further as a

means to try and see whether any differences will be measurable based on whether the respondents are exposed to this information or not, the respondents were asked, after having made them evaluate several work-related factors (further described below), how certain they felt when considering the given company as an employee. Specifically the two Likert-type items asked are: “It was very hard to imagine how it would be to work for a company” (uncomp1) and “I felt uncertain about how it would be to work for this company” (uncomp2).

6.5.3 Dependent variables

Working environment. By working environment I am in this study referring to the component of employer attractiveness labeled Social value as suggested by Berthon et al. (2005). The ingredients of this component are the following six Likert-type items: “I believe it would be a fun organization to work in” (socv1), “I believe this company has a management that recognizes and appreciates their employees” (socv2), “I believe it would be a place where I would have a good relationship with my superiors” (socv3), “I believe it would be a place where I would have a good relationship with my colleagues” (socv4), “I believe my colleagues would be supportive and encouraging” (socv5), “I believe I would feel accepted as well as a sense of belongingness” (socv6). As shown below the Cronbach’s alpha coefficient for this collective group of items is above .7 (table 2). As such we follow the suggested study by Berthon et al. (2005) and combine these items to create a measure of the company’s working environment (nysocv).

Intension of applying job. Actual application probability is further measured with the items: “I would consider applying for this trainee program” (Impad4), “I would be interested in pursuing this trainee application” (Impad5), and “I would exert a great deal of effort to work for this company” (Impad6). Here the Cronbach’s alpha coefficient for this collective group also meets the requirements (table 2), thus these items are combined to measure intention of applying for job (nyintjob).

6.5.4 Motivation

By borrowing the rest of the questions used by Berthon et al. (2005) that lead to the other four suggested components of employer attractiveness, this survey also consists of the statements based on the remaining value components suggested by Berthon et al. (2005): Interest value, Economic value, Development value and Application value (A complete overview of the used questions is to be found in Appendix 1). As shown under Reliability, the Cronbach alpha for these measures were all valid, therefore the suggested components by Berthon et al. (2005) were kept. It is worth mentioning that in their study Lievens and Highhouse (2003) mention a concern inherent in past studies on organizational attractiveness has been that researchers often determine a priori a fixed number of job and organizational characteristics. Despite this I choose to use the components suggested by Berthon et al. (2005). By leaning on their study I believe these value components cover a broad set of symbolic as well as instrumental attributes in which potential applicants evaluate and believe to be of importance when considering a potential employer.

6.5.5 Demographics

Respondents are towards the end asked to fill in their gender, how far they are in their master in terms of semester (from 1.-4.semester), in addition to which profile they are majoring in. The reason they are asked about level of semester is in order to see whether there will be differences in responses as the master students get closer to graduation and the beginning of a working career. As for profiles I want to have the ability to study potential differences among the answers in terms of what major the respondents have.

6.6 Reliability

When selecting scales to include in a study it is important to find scales that are reliable (Pallant, 2005). The reliability of a scale indicates how free it is from random error. One of the main issues concerns the scale's internal consistency. This refers to the degree to which the items that make up the scale "hang together" (Pallant, 2005). In order to indicate the reliability of the scales I used Cronbach's alpha coefficient. As the reliability

of a scale can vary depending on the sample it is used with, I needed to check that each of the scales were reliable with the particular sample. As such the negative worded scales were reversed prior to checking reliability so that high scores actually indicate high levels of optimism (Pallant, 2005). Therefore the following statements were reversed: “It was very hard to imagine how it would be to work for this company”, “I felt uncertain about how it would be to work for this organization”, “I would not apply for a position with a company who is about to take on larger strategic changes”, “I would feel more uncertain about working for an unknown company than a familiar one”. Having done this I preceded at calculating total scores for the subjects of interest that consist of several components. Ideally, the Cronbach’s alpha coefficient of a scale should be above .7 (Pallant, 2005). However as put by Pallant (2005), Cronbach alpha values are quite sensitive to the number of items in the scale. Thus with scales with fewer items than ten, it is common to find lower Cronbach values, e.g. .5 (Pallant, 2005). As such the following groups with the following measures are to be used in this study:

Measures	Cronbach alpha
Intension of applying for a job (nyintjob:impad4+impad5+impad6)	.923
Interest value (nyintv:intv1+intv2+intv3+intv4+intv5)	.869
Social value (nysocv:socv1+socv2+socv3+socv4+socv5+socv6)	.895
Economic value (nyecov:ecov1+ecov2+ecov3+ecov4)	.768
Development value (nydev:dev1+dev2+dev3+dev4)	.853
Application value (nyapplv:applv1+applv2)	.685

Table 2: Measures Cronbach alpha

CHAPTER 7: ANALYSIS, FINDINGS AND DISCUSSION

RESEARCH QUESTION 1

In all, 313 master students at NSEBA participated in the survey, approximately 60% male and 40% female. Ca 30% of the respondents are master students of 1.semester, 8% 2.semester, 33% 3.semester and 29% 4.semester. As for majors the percentages were divided as follows: 17.9% BUS, 3.8% ECO, 1.3% ENE, 35.5% FIE, 0.3% INB, 1.9% MIB, 4.2% MIE, 11.5% MRR08, 8.9% SAM, and 14.7% STR.

For StatoilHydro this resulted in 156 master students, ca 60% male, and 40% female, 27.6% are master students of 1.semester, 7.1% 2.semester, 29.5% 3.semester, and 35.9% 4.semester. As for majors: 16% BUS, 1.9% ECO, 1.3% ENE, 35.3% FIE, .6% INB, 3.2% MIB, 5.1% MIE, 11.5% MRR08, 10.9% SAM, and 14.1% STR.

For DnB NOR, 157 master students, and the same percentage in terms of sex, ca 60% male, 40% female. Semesters: 31.8% 1.semester, 9.6% 2.semester, 36.9% 3.semester, 21.7% 4.semester. Majors: 19.7% BUS, 5.7% ECO, 1.3% ENE, 35.7% FIE, 0% INB, .6% MIB, 3.2% MIE, 11.5% MRR08, 7% SAM, and 15.3% STR.

7.1 Analysis

All the analyses were conducted in SPSS version 16.0

In order to test the proposed hypotheses, a one-way between-groups analysis of variance (one-way ANOVA) was conducted to explore whether differences would be found between the various groups based on what type of trainee ad the respondents had been exposed to. As such I wanted to see whether any differences were registered between the various groups in terms of their responses involving job pursuit intentions (H1), evaluation of the organization's working environment (H2), and whether the effect of CSR would be stronger on Norwegian Business students' job pursuit intentions in circumstances of high uncertainty (H3). An overview of the various trainee ads and the meaning of each coded variable are to be found in the Appendix (Appendix 1 and 2).

To determine whether the manipulation of the trainee ads in terms of the provided level of information concerning CSR and/or uncertainty was making a unique contribution to the equation, mean, Standard deviation, F-value as well as the significance value of the selected variables of interest was examined. As table 3 and 4 presents, no significance was found between the mean scores for either company (all variables above $p > .05$):

StatoilHydro	Mean	Std. Deviation	F	Sign
Intension of applying job (Nyintjob)	4.8108	1.28653	.792	.500
Working environment (Nysocv)	5.1868	.76710	.692	.599
Uncertainty (Uncomp1)	3.9808	1.37944	1.649	.181
Uncertainty (Uncomp2)	4.1603	1.32712	.377	.770

Table 3: one way ANOVA results for StatoilHydro, N = 156

DnB NOR	Mean	Std. Deviation	F	Sign.
Intension of applying job (Nyintjob)	4.4183	1.58600	.156	.926
Working environment (Nysocv)	4.8941	.89415	1.532	.209
Uncertainty (Uncomp1)	3.9487	1.50609	.861	.463
Uncertainty (Uncomp2)	4.2548	1.37237	2.018	.114

Table 4: one way ANOVA results for DnB NOR, N = 157

Consequently, the findings show that hypotheses 1-3 are not supported. As such no differences were to be found based on whether the selected Norwegian companies were presented with a CSR profile or not in terms of H1: report of greater job pursuit, H2: higher favorable ranking of the organization's working environment, and H3: the effect of CSR being larger under the circumstance of increased uncertainty.

Thus given the already gathered material the initial study was extended as a means to examine whether perhaps the imposed manipulations had had an effect on any of the other motivational components of employee attractiveness. As previously mentioned these components are Interest value, Economic value, Development value and Application value. Also attitude towards ad was included by combining the statements "I found this trainee ad interesting" and "I liked this trainee ad". For this combination the Cronbach alpha coefficient was .867 and as such I chose to use these two statements as a collective expression of the respondents' attitude towards the ad. However as tables 5 and 6 show, no significance between the measures of these variables was found:

StatoilHydro	Mean	Std. Deviation	F	Sign.
Interest value (Nyintv)	5.2323	.83042	.490	.690
Economic value (Nyecov)	5.3339	.80445	.024	.995
Development value (Nydev)	5.3798	.94292	.470	.704
Application value (Nyapplv)	4.0994	1.11792	.353	.787
Attitude towards ad (Nyattad)	5.0192	1.03314	.737	.532

Table 5: Remaining one way ANOVA results for StatoilHydro, N = 156

DnB NOR	Mean	Std. Deviation	F	Sign.
Interest value (Nyintv)	4.6461	1.02381	.096	.962
Economic value (Nyecov)	4.9728	.83501	.738	.531
Development value (Nydev)	5.0572	.97438	.113	.952
Application value (Nyapplv)	3.8333	1.24088	.768	.514
Attitude towards ad (Nyattad)	4.7340	1.29443	.281	.839

Table 6: Remaining one way ANOVA results for DnB NOR, N = 157

7.2 Findings

The first research question addressed whether increasing the CSR profile of a Norwegian company would have any effect on the company's perceived attractiveness as an employer among Norwegian Business students. More specifically I hypothesized that potential applicants exposed to a company's CSR profile would report greater job pursuit intentions than potential applicants who were not given this information (H1). The findings do not seem to support this hypothesis. Nor do they seem to support the second hypothesis that information about a company's CSR profile would lead to a higher favorable ranking of the organization's working environment among potential applicants exposed to this information compared to those who were not (H2), or the final hypothesis suggesting that the effect of CSR on Norwegian Business students' job pursuit intentions will be stronger when uncertainty levels are high (H3). As such the findings do not seem to support other studies indicating that information about a company's CSR profile will act as favorable information (Dentchev 2004), which again will have an effect on employer attractiveness (Greening and Turban, 2000). Nor do the findings seem to fall in line with the parallels drawn to signaling theory (Riordan et al. 1997), suggesting that as potential applicants are likely to interpret information about the company as "signals", a company's CSR profile will signal a favorable working environment to prospective applicants. Further the findings do not seem to support the argument that CSR has a "dormant" effect that will be activated in circumstances in which stakeholders rely on corporate associations to inform their judgments (Klein and Dawar 2004), such as a circumstance of increased uncertainty as suggested here. There are several possible reasons for why these hypotheses were rejected.

7.3 Discussion: possible reasons for findings

7.3.1 Manipulations

Overall I believe it is likely that the manipulations placed in the trainee ads were not strong enough. By this I mean that the information concerning CSR as well as uncertainty has not been taken sufficiently into consideration by the respondents when reading the trainee-ads. As such it is likely that the respondents' answers were not affected by whether they were exposed to these manipulations or not. This suggestion seems to be supported by the findings from the control-question concerning what kind of CSR engagement the companies engaged in. Only very few, regardless of what ad they were exposed to, replied to this question, and given the small amount of answers, barely any difference was observable between the various groups. As a result no differences are large enough to suggest that the respondents exposed to the company's CSR profile have captured the essence of the information provided. However, whether this is a result of i.e. too few repeated exposures of the manipulated information, both in terms of CSR as well as the information involving uncertainty, or whether the wording in itself has not been explicit enough, is difficult to determine. If we for instance look at the wording chosen, it is worth repeating that this information was taken directly from the two companies' respective web-pages. As such the findings might indicate, at least in order to attract Norwegian Business students that Norwegian companies need to a larger extent communicate their CSR profile in a way that is more explicit in order to make it more remember able. As put by one of the respondents having been exposed to a DnB NOR ad containing both information about the company's CSR profile and organizational change: *"Can't remember exactly... Seemed like typical corporate bloating, not very concrete and use of many big words"*.

7.3.2 Weakness in relationship

That the hypotheses behind the first research question were not supported despite previous findings by scholars, (i.e. Greening and Turban 2000, Backhaus et al. 2002), could further be a result that for Norwegian Business students, the linkages between a company's CSR profile and employer attractiveness in terms of attitude towards work environment and intention of applying for a job is just not that strong. None of the studies on the recruitment process and employer attractiveness that I have come over have been executed on Norwegian students. Therefore one could ask whether these linkages may be affected by the nationality and culture of the respondents as well as what is being included in the curriculum at their respective schools when it comes to CSR.

Further it could be that possible validity threats have affected the results.

7.3.3 Research limitations

7.3.3.1 Validity threats

A key purpose of the experimental design is to isolate and estimate the effects of potential causes (Ghauri et al. 2002). As such the issues of internal and external validity are important to consider. Whereas *external validity* refers to the question of whether the findings can be generalized, *internal validity* refers to whether the results obtained within the study are true (Ghauri et al. 2002). In relation to experiments, Ghauri et al. (2002) emphasize four different threats to internal validity: history, maturation, selection-bias and test effects. History and selection-bias will be addressed here as I believe they result in the largest threats in relation to this research project.

7.3.3.2. Financial crisis

By *history* Ghauri et al. (2002) refer to specific events external to the study that occur at the same time and may affect the response. In this case the current situation of the financial crisis might have been a factor that affected the respondents to answer in a

way different from what they potentially would had this crisis not been existent. By this I mean that given the crisis, several companies have been forced to lay off employees as well as limiting future hirers. Therefore, when comparing to prior Business students, current master students at NSEBA may find themselves in a different situation with lesser job options available. Based on this it could therefore be that Norwegian Business students are faced with the reality of having to change their priorities in terms of what motivates them to apply for a job. As the ongoing situation is one which I am not able to influence, I tried to make the respondents, regardless of which ad they were exposed to, feel as though they were looked upon as attractive applicants. As such it was specifically mentioned in all the trainee ads that to be considered as a trainee you needed to have a Master's degree, preferably from NSEBA, NTNU, i.e. similar institutes abroad.

However, although having been categorized as high-quality applicants it being that master students at NSEBA are likely to attend interviews with more than one possible employer (e.g. Greening and Turban 2000; Albinger and Freeman, 2000), the findings of this study could be looked upon as an indication that also master students at NSEBA are being influenced by the ongoing financial crisis. By this I am suggesting that it could be that some of the respondents feel they no longer have the “luxury” of considering whether an employer has a CSR profile or not. Instead, signing with a company, regardless which one, has taken over as first priority. I am aware that this suggestion contradicts the previously mentioned findings provided by Ipsos MORI, (2006) which show that CSR-profiled companies often find it easier to recruit employees, particularly in tight labor markets (Palimeris, Ipsos MORI, 2006). Yet despite this I believe the findings opens up for the question of whether instead the relation between organizations’ CSR profiles and their attractiveness as employers may perhaps be weaker among job seekers with fewer choices than among those who have more.

7.3.3.3 Media exposure

Another issue to be concerned of is whether exposure in terms of negative media coverage of the involved companies should be considered as a threat. In particular I am referring to the debate and following result of both StatoilHydro's latest marketing campaign and DnB NORs infringement charge.

StatoilHydro

StatoilHydro received massive critique earlier this year when they late August launched a massive 10 000 NOK advertising campaign. The campaign was initiated based on "a need to increase the amount of information related to StatoilHydro, more specifically the merged company's activities and what it stands for" (Statement given by Aanestad, StatoilHydro's head of corporate communication to kampanje.com, 08.08.12.) By profiling themselves as an environmental-driven company under the title "Everybody has to contribute a little, we have to contribute more", and by this indirectly referring to the climate challenge, this statement led to heavy discussions nationwide. Some even accused StatoilHydro of bluffing. "It is the chase for oil and gas reserves, not the hunt for windmills that drives the company" explained Marius Holm in Bellona (kampanje.com 08.08.12.). Also, communication expert Hans Geelmuyden suggested that StatoilHydro should be apologizing instead of bragging about their environmental efforts (kampanje.com 08.08.12.). Given the extent of outcries in addition to a complaint filed by the activists group Nature and Youth, the Consumer Ombudsman (Forbrukerombudet) sent StatoilHydro a letter asking for the legality related to the campaign's content (Forbrukerombudet.no 08.09.17.). The outcome of this complaint ended in the Consumer Ombudsman concurring with the complaint, stating that "the symbolic and visual use in StatoilHydro's ad campaigns creates a misleading overall impression of the company's business and environmental concern" (E24.no, 08.11.11.)

DnB NOR

As for DnB NOR, Økokrim (the Norwegian National Authority for Investigation and Prosecution of Economic and Environmental Crime) charged DnB NOR Bank ASA and two persons employed in the investment firm DnB NOR Markets based on suspicion of infringement of the provisions of the Securities Trading Act (dnbnor.com, 08.10.23.). The reason for this was that in the view of Økokrim, there existed probable and reasonable cause that the provisions of the Securities Trading Act have been violated in connection with DnB NOR Bank's sale of government bonds prior to the presentation of the bank rescue package on October 12 2008 by the Ministry of Finance and Norges Bank (dnbnor.com, 08.10.23.).

Having argued that a potential applicant's employer evaluation already contains a lot of uncertainty, it could be that these events may have affected the respondents' attitudes towards the two companies in a negative way. Further it could be that since the phrase “-Everybody has to contribute a little, we have to contribute more” was used as an ending slogan in the trainee ads for StatoilHydro containing CSR information, it may have acted as a remembrance of the negative publicity attached to the StatoilHydro campaign. However, it being that this phrase has been StatoilHydro's most recent slogan in terms of their environmental concern, I chose to use it in order to make the trainee ads seem as authentic as possible. Further, as both these incidents did not seem to have any implications for either StatoilHydro or DnB NORs future existence, I did not regard them as threatening enough for potential applicants to worry about. Still we need to take into consideration the probability that the majority of the master students at NSEBA read the business newspaper “Dagens Næringsliv” either in paper format or online (dn.no). Thus, as both versions have broadly covered the two companies' individual incidents (examples from dn.no: StatoilHydro, i.e. 08.08.20., 08.11.11, DnB NOR, i.e. 08.10.23, 08.10.24, 08.10.27, 08.11.05) this study's findings, may imply that the negative publicity could have had an effect. As mentioned in the chapter on CSR, Greening and Turban (2000) argue that a firm's positive CSR record may lead to competitive advantages for firms by attracting and having high-quality applicants accept a job-offer. It is difficult to say whether the news of the verdict of StatoilHydro's latest advertising campaign directly

focusing on CSR has had an impact on the respondents' evaluations of the firm. By this I mean whether the respondents perceive this verdict as StatoilHydro not having a positive CSR record and thus, despite noticing the CSR information provided in the trainee ads chose to ignore it when filling out the survey.

7.3.3.4 Familiarity

Other processes that may have had an effect on the respondent's attitudes towards the companies working environment and intension of job pursuit are the familiarity of the given companies among the respondents prior to answering the survey. For instance, studies using the firm as the unit of analysis have found that familiar firms overall are rated as more attractive employers (Gatewood et al., 1993; Greening and Turban, 2000). According to Turban (2001) a reason for this is that some organizations may engage in various activities, such as public relations, recruitment, advertising and so on more than others. As such potential applicants are more likely to pick up positive things about these firms. Another explanation for the relationship between familiarity and attraction Turban (2001) argues, is that individuals may as social identity theory (Ashforth and Mael, 1989) suggests, expect to feel proud working for a familiar firm and therefore view it as a more attractive employer.

As such the level of initial knowledge both in terms of CSR and/or future organizational changes may be a threat towards the experiment's validity. However such a threat is tough to manage as it is difficult to know whether the respondents, when answering the survey, would be basing their answers on what they knew in general terms or on the information presented in the trainee ads. Although I couldn't prevent the respondents from using pre-established information, I tried to make them focus on the task at hand by stating explicitly that they were to base their rankings on the information provided in the ad they had just been exposed to. Also I added specific questions as to try to sort out who had additional knowledge of the companies CSR profiles prior to participating in this survey and who had not. In addition a control question was created by asking each respondent what kind of CSR engagement the given company engaged in. By this the

intent was to sort out the answers based on whether they repeated the information given in the trainee-ad or not.

Still StatoilHydro and DnB NOR are two highly visible companies on campus at NSEBA. For instance both companies take part in company presentations, the annual career day, as well as other integrating events between students and the overall Business-industry (i.e. StatoilHydro are one of the main sponsors for NHH-Symposiet09). Also, being this time of year (December 2008), several master students were in the process or had just ended the process of applying for trainee positions at each of these companies when asked to fill out this survey. Thus for these master students their level of knowledge of the companies' backgrounds and profiles are likely to have far exceed what was included in the trainee-ads, regardless of which version. Therefore I believe we need to keep in mind that because these firms have established such a strong presence on campus, we cannot exclude the fact that the respondents had already formed impressions of the firms prior to being exposed to the trainee ads. Such predefined impressions may have affected both the manipulated variables. For instance, in terms of communicating the manipulative information related to increasing the respondents' level of additional uncertainty, it could be that the information provided may not have succeeded in terms of being interpreted as factors of uncertainty at all. Especially for the respondents who answered statements relating to StatoilHydro, it is likely that the provided information in terms of larger organizational changes as well as change in name was to some known and therefore not looked upon as any un-normality.

Another suggestion could be that given the knowledge that StatoilHydro is the most popular company to work for among Norwegian Business students (Universum, 08.10.31), the company's popularity overruled whatever judgment the respondents had about the mentioned organizational changes, as was suggested by Gatewood et al. (1993), and Greening and Turban (2000). Therefore such an intended 'negative' comment could have been ignored in favor of the other positive things mentioned. Also it could be that the respondents would feel proud working for a company such as StatoilHydro regardless of what the future would hold (Ashforth and Mael, 1989).

7.3.3.5 Selection-bias

Selection-bias or self-selection is a threat to validity when the subjects are not (or cannot be) assigned randomly (Ghauri et al 2002). In terms of the respondents I chose to only ask master students at NSEBA. As such the group of respondents consists of a limited set of participants. Therefore there is a probability, as already suggested, that the given level of knowledge related to StatoilHydro or DnB NOR might be different compared to what other master students at other schools might know. Additionally, because this research project is targeted towards studying a problem specifically related to a given company, namely StatoilHydro, selection-bias do exists. However it being that I chose to conduct this research on another large, well known Norwegian company who also has an established CSR profile, I hoped that this would adjust the bias somewhat.

As for threats to external validity, this is also an issue of concern. Because I decided to conduct the experiment by using only two companies I need to be careful when concluding the findings in terms of generaliability. Also given that the two companies vary in their CSR efforts, this also needs to be taken into consideration when attempting to generalize the findings and transfer these to other companies. As such I note that the external validity will be high when generalized to particular settings, but lower when generalized across companies.

Summing up, I believe the content of this argumentation is plausible enough to make the threat of history in terms of validity to high too be unnoticed. Overall, this discussion in many ways reflects the difficulty of succeeding in creating an additional increase related to the manipulated level of CSR as the original level of knowledge may, as suggested have already been initially high.

7.3.6 Other limitations

Some other limitations should be acknowledged. First, the potential applicants were asked to rate only one organization (either StatoilHydro or DnB NOR). As suggested by

Lievens and Highhouse (2003), this contrasts with potential applicant's actual practices of considering multiple opportunities over a longer period of time. Second, by using Berthon et al.'s (2005) suggested value dimensions of employer attractiveness as a framework, we do not know whether use of a different framework would have revealed different traits which further could have led to different outcomes.

CHAPTER 8: EXTENDED STUDY: ANALYSIS, FINDINGS AND DISCUSSION

Having revealed that increasing the CSR profile of Norwegian companies seem to not have a favorable effect on intention to apply for a job among Norwegian Business students, I move on to the remaining research questions. As recalled I further wish to study which motives including CSR explain variation in intension to apply for a job among Norwegian Business students (research question 2), as well as what effect a trainee ad has on motives and intensions to apply for a job among Norwegian Business students (research question 3). Thus in order to do so, a further examination of the collected data material needs to be done. The following research model outlines the remaining suggested proposals:

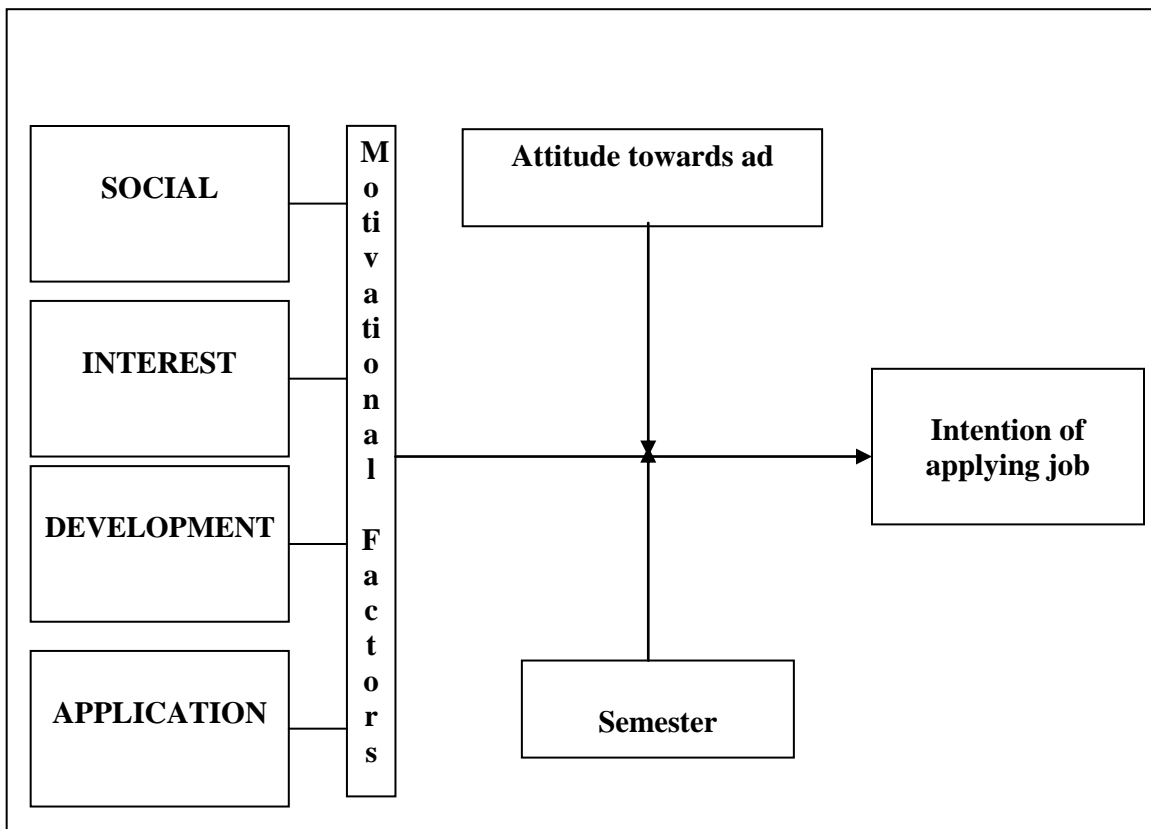


Figure 4: Research model 2

Based on this second research model, the dependent variable for the extended study is the intension of applying for a job. The independent variables in order to address the second research question are further the motivational components leading to employer attractiveness as proposed by Berthon et al. (2005). In addition I wish to examine whether any differences will be observed between Norwegian Business students depending on what semester they are in. In order to study this I chose to separate the student groups according to whether they are 4.semester master students or not (1.semester, 2.semester, and 3.semester). As such, any differences that will appear between the master students as they by theory are closer to entering work-life as 4.semester students, will be detected. Also in order to answer the third research question, the second research model further shows that attitude towards the trainee ad will have an effect on the relation between motivational factors and the respondents' intensions to apply for a job. As such both semester and attitude towards the ad will act as moderating variables on the relation between the proposed motivational factors and intension of applying job (as shown in figure 4).

8.1 Analysis extended study

However, the listed motivational components in the second research model do not include the component Economic value, a separate component of employer attractiveness, originally proposed by Berthon et al. (2005). The reason is that although the Cronbach's alpha coefficients for all the five motivational components' grouping scales reported sufficiently high values (table 2), I decided, prior to conducting the upcoming regression analysis, to try and produce a smaller number of linear combinations of the proposed motivational valuables in a way that would capture most of the variability in the pattern of correlations (Pallant, 2005). Thus in order to identify the number of underlying factors, the 21 items making Berthon et al.'s (2005) suggested motivational variables were subjected to a principal components analysis (PCA). Prior to performing PCA the sustainability of data for factor analysis was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of .3 and above (Pallant, 2005). Further to assist in this process the factors were "rotated" in order to present the loadings in a

manner easier to interpret (Pallant, 2005). The approach to rotation consisted of an oblique factor solution, more precisely the Direct Oblimin technique as this method allows for the factors to be correlated (Pallant, 2005). The Principal components analysis revealed the outline of the following four components:

Social value	Development value	Interest value	Application value
Socv2	Dev1	Intv1	Applv1
Socv3	Dev2	Inv2	Applv2
Socv4	Dev3	Intv3	
Socv5	Dev4	Intv4	
Socv6	<i>Eco1</i>		
<i>Ecov2</i>	<i>Eco4</i>		

Table 7: Factor analysis: pattern results motivational factors

Compared to Berthon et al.'s (2005) classification, the results of the component matrix showed an indication that the variables making up the category Economic value instead should be divided among the other four components. In particular, the two components Social value and Development value each adopted one and two economic values (see table 7). The economic variable now included in the component Social value refers to the organization providing good job security (Eco2). Thus this component seems to fit nicely to the existing social attributes. As for the two economic variables transferred to the component Development value, they involve whether the company would have good promotion opportunities (Eco1), as well as whether they would offer an attractive overall compensation package (Eco4). Also as these two variables seem to fit nicely with the remaining variables making up the Development value component, they were also included. Further the component matrix revealed three variables that did not load specifically on one of the component categories. As such I removed one; "I believe it would be a fun environment to work in" (Socv1), and kept two variables as separate measures (Int5 and Eco3). Eco 3, involving offering of an above average basic salary,

loaded on factor four. However, as no linkage to the existing Application value seemed evident, I decided to keep the value as an independent one. The same was done for Int5; whether the organization produces high-quality products and services, as this variable loaded evenly on all four factors. As a result the four motivational factors presented in the model Social value, Development value, Interest value and Application value, represent the motivational components to be used in the remaining part of this research study. Due to the minor alterations I decided to keep the initial labels as suggested by Berthon et al. (2005).

In order to address research questions 2 and 3, which both seek to explore the interrelationship among a set of variables as suggested in the second research model (see figure 4), a multiple regression analysis needed to be conducted. As part of the standard multiple regression procedure, I also needed to conduct “collinearity diagnostics” on the variables. As such Tolerance and VIF needed to be studied when examining the findings. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. As such tolerance is calculated using the formula $1-R^2$ for each variable (Pallant, 2005). Variance Inflation Factor or VIF is the inverse of the Tolerance value. According to Pallant (2005), VIF values above 10 are of concern as they would indicate multicollinearity. Also in order to know which of the variables included in the model will contribute to the prediction of the dependent variable, the Beta-value for each component will be reported (Pallant, 2005).

Further, in order to study the potential moderating effect attitude towards the ad and semester will have on the relation between the motivational factors and intension of pursuing a job, these moderating variables needed to be integrated with the independent motivational ones. However, as such a move would increase the chances of multi collinearity I needed to deduct each of the motivational factors’ means from their value. Further this being a standard regression analysis all of the variables were entered at the same time. As a result, the existing material was ready to be studied a regression analysis in order to examine the suggested effects illustrated in the second research model presented above (figure 4).

8.2 Findings extended study

8.2.1 StatoilHydro

R Square is .492, thus 49.2% of the variance in the dependent variable, intention of applying job is explained by the model (figure 4). The given values for each variable are presented in the table below (Table 8). The variables listed as significant ($p < 0.05$) are attitude towards ad with mean 5.0192, standard deviation 1.03314, significance value .00, Beta .447, tolerance value .711 and VIF value 1.407, and the motivational component, Social value with mean 5.2566, standard deviation .76650, significance value .005, Beta .287, tolerance value .369 and VIF value 2.712. Further the integrated variables containing an integration of semester and the motivational component Social value, as well as semester and the motivational component Development value are significant: semester*social value: mean .0305, standard deviation 1.36236, Significance value .025, Beta -2.07, tolerance value .459 and VIF value 2.183, and semester*development value: mean -.1020, standard deviation 1.77841, Significance value .010, Beta .265, tolerance value .353 and VIF value 2.834.

8.2.2 DnB NOR

R Square is .534, thus 53.4% of the variance in the dependent variable, intension of applying job is explained by the model (figure 4). The given values for each variable are presented in the table below (Table 9). The values listed as significant ($p < 0.05$) are attitude towards ad with mean 4.5609, standard deviation 1.09143, significance value .00, Beta .502, tolerance value .469 and VIF value 2.131, and the motivational component, Interest value with significance value .024, Beta .269, tolerance value .271 and VIF value 3.695.

StatoilHydro	Mean	Std. Dev	Beta	Sign	Tolerance	VIF
<i>Moderating variables</i>						
Attitude towards ad	5.0192	1.03314	.447	.000	.711	1.407
Level of semester	1.1026	1.79310	.045	.475	.951	1.051
<i>Independent variables</i>						
Social value	5.2566	.76650	.287	.005	.369	2.712
Development value	5.3645	.83415	-.001	.921	.284	3.527
Interest value	5.1355	.88560	.139	.168	.379	2.638
Application value	4.0994	1.11792	.013	.900	.351	2.850
The organization produces high quality products and services	4.8269	1.11392	.025	.768	.518	1.932
The organization offers an above average basic salary	5.0000	1.16950	-.118	.134	.623	1.604
<i>Integrated variables</i>						
Attitude towards ad x Social value	.2965	.77635	.109	.244	.438	2.283
Attitude towards ad x Development value	.3549	1.02912	-.109	.220	.489	2.047
Attitude towards ad x Interest value	.2748	.83532	-.011	.904	.475	2.107
Attitude towards ad x Application value	.4324	1.30312	-.093	.298	.484	2.067
Semester x Social value	.0305	1.36236	-.207	.025	.458	2.183
Semester x Development value	-.1020	1.77841	.265	.010	.373	2.683
Semester x Interest value	-.0133	1.66330	-.147	.161	.353	2.834
Semester x Application value	-.0590	2.39346	.042	.649	.451	2.216

Table 8: Regression analysis StatoilHydro, dependent variable: intension of applying job, N = 156

DnB NOR	Mean	Std. Dev	Beta	Sign	Tolerance	VIF
<i>Moderating variables</i>						
Attitude towards ad	4.7340	1.29443	.502	.000	.469	2.131
Level of semester	1.2739	1.86950	-.127	.126	.550	1.817
<i>Independent variables</i>						
Social value	4.9956	.86058	.126	.303	.255	3.921
Development value	5.0305	.86970	.114	.398	.207	4.836
Interest value	4.5609	1.09143	.269	.024	.271	3.695
Application value	3.8333	1.24088	-.114	.188	.503	1.988
The organization produces high quality products and services	4.3613	1.31862	.047	.590	.498	2.009
The organization offers an above average basic salary	4.6433	1.16031	-.016	.850	.540	1.852
<i>Integrated variables</i>						
Attitude towards ad x Social value	.7112	1.55195	-.101	.424	.236	4.233
Attitude towards ad x Development value	.5768	1.73069	-.009	.935	.301	3.320
Attitude towards ad x Interest value	.8418	2.07688	.162	.173	.271	3.693
Attitude towards ad x Application value	.4025	1.51257	.086	.306	.539	1.855
Semester x Social value	-.3823	2.01261	-.177	.161	.239	4.191
Semester x Development value	-.7983	2.22890	.070	.570	.252	3.967
Semester x Interest value	-1.0702	2.74478	-.021	.872	.231	4.321
Semester x Application value	-.4462	2.49488	-.042	.628	.503	1.988

Table 9: Regression analysis DnB NOR, dependent variable: intension of applying job, N = 157

As we can see from both tables (table 8 and 9), the tolerance value is not less than .10 for any of the listed variables therefore we have not violated the multicollinearity assumption (Pallant, 2005). This is also supported by the VIF values, which are well below the cut-off of 10.

8.3 Discussion extended study

As shown above, common findings as well as individual findings were found to be of significant value.

8.3.1 Attitude towards ad

Overall the results suggest that attitude toward the trainee ad is of significant importance for both companies in terms of influencing Norwegian Business students' intentions of applying for a job. (See revised model 2, figure 5 below) Put differently the extent to which the respondents would consider working for either DnB NOR or StatoilHydro depend on the overall impressions of the trainee ad they were exposed to. As such it seems as though the respondents' attitude towards the ad has two overall effects. The first seems to be that attitude towards the ad affects the respondents' attitude towards the company which again affects the respondents' intention of applying for a job. By this I mean that as attitude towards the ad expresses the overall impressions of the trainee ad (leaning on the definition of attitude by Keller, 1993), one could suggest that as the trainee ads present the company behind the ads, the respondents' attitude towards the ad also reflects their general attitudes toward the company and by this the job opening and the intention to apply as well. As such the findings seem to support that perception of an organization's image, the set of associations linked to the company held in the respondents' memory (leaning on the definition by Keller, 1993), is a significant predictor of decisions to pursue employment with a company (Gatewood et al. 1993). Thus this finding seems to correspond with theory suggesting that recruitment advertising

has an effect on employer brand equity that is similar to those observed in marketing. It affects both specific beliefs and general attitudes toward job openings (Barber and Roehling 1993). However, although one could imply that such a trainee ad presents the companies “*value proposition*”, meaning a representation of what the company offers to its employees (Backhaus and Tikoo, 2004), it is how the organization chooses to communicate this “value proposition” to its targeted prospective employees that determines whether they will apply for the offered position or not. Therefore another effect as a result of the respondents’ attitude towards the ad is that its contents help strengthen certain motives in terms of applying for a job which further have a larger influence than other motives.

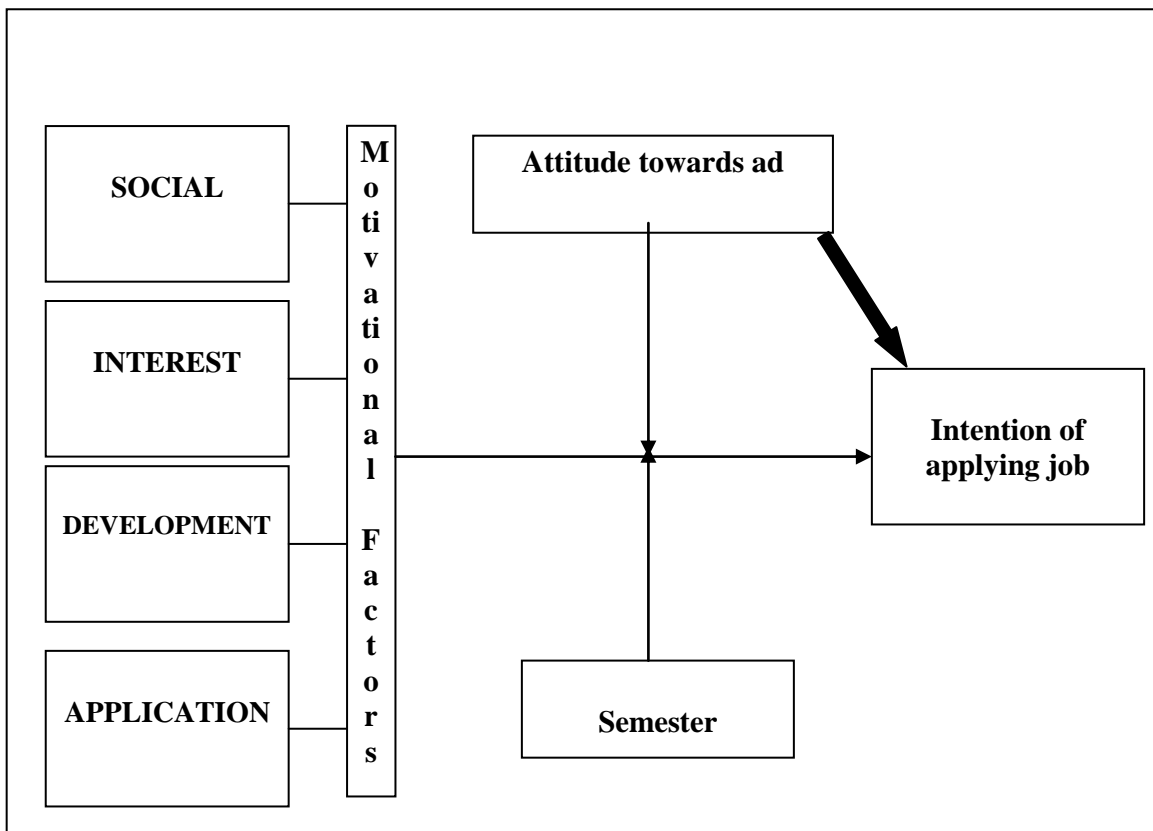


Figure 5: Findings: Attitude towards ad influences intension of applying job

8.3.2 StatoilHydro

For StatoilHydro the findings seem to suggest that the motivational component Social value influences Norwegian Business students' intentions of applying for a job with the company more than other motivational components. As previously mentioned this component represents a company's working environment, and by this also the adopted variable of job security which originally belonged to the component Economic value (Berthon et al. 2005). As such it seems as though Norwegian Business students consider StatoilHydro's ability to provide a working environment that is fun, happy, provides good collegial relationships and a team atmosphere, as well as job security (Berthon et al. 2005) to be significant factors in terms of their intentions of applying. This suggested finding seems to correlate with the finding proposed by Turban et al. (1998), namely that supportive working environment seems to have a significant effect on employer attractiveness.

Although the second hypothesis suggesting that information about a company's CSR profile would act as a favorable signal for a company's working environment was not supported, it may still be that the findings in this extended study is a result of signaling theory in practice. As previously indicated, signaling theory suggests that potential job applicants will look for signals that act as indications on what it would be like to work for a company (Backhaus et al. 2002). Based on the information provided in the trainee-ads for StatoilHydro it could be that the respondents, after having read the ads were given the expectations of StatoilHydro being a company that emphasizes the meaning behind Social value. By this I mean that as the trainee ads state that "*StatoilHydro selects people who are committed to teamwork*" this information could be interpreted as a signal that StatoilHydro recognizes and appreciates their employees as well as the importance of creating good collegial relationships. Also by mentioning that the trainee will have "*a mentor who will follow up your personal and professional development during the entire trainee period*" this information could have been interpreted as a signal that StatoilHydro is a company with supportive and encouraging colleagues. In addition such a statement could be looked upon as a way for StatoilHydro to express that they provide their employees with a sense of belongingness, another ingredient of the Social value

component. As such the qualities of good collegial relationships and a team atmosphere in which the component Social value consists of (Berthon et al. 2005), is communicated via the trainee ads by StatoilHydro.

However the findings also imply that although ranked as an influential motivator, the Social value component is perceived as less important ($B = -.207$) by master students of 4.semester than master students on lower semesters (1-3.semester) (see table 9). Instead the findings suggest that for master students of 4.semester, the component Development value is prioritized higher ($B = .265$) than that of the other master students (see table 9). As previously stated Development value refers to the extent to which an individual is attracted to an employer that provides recognition, self-worth and confidence, coupled with a career-enhancing experience and a springboard to future employment (Berthon et al. 2005). In addition, two components from Berthon et al.'s (2005) Economic value; good promotion opportunities and the possibility of being offered an attractive overall compensation package, were submitted as a result of the conducted factor analysis (table 7). Thus these variations in ranking of motivational factors among master students at NSEBA may be linked to Riordan et al.'s (1997) suggestion that various stakeholders selectively will process various organizational signals as a way to judge the effectiveness of a specific organization when it comes to satisfying their interests and needs.

Also it is worth noticing that although Development value seems to be considered as important in terms of influencing intension of applying job, this is only when integrated with the moderating variable of semester. Thus perhaps this finding suggests that although Norwegian Business students do not seem to rank the component of Development value highly, they still view a company's Development value more favorably when approaching working-life. The reason for this could be that as master students enter the process of applying for jobs and attending interviews, which normally takes place on the students' 4.semester, they develop an impression of what specifically they are looking for in an employer as well as what particular qualities and offerings motivates them. As for master students of the lower semesters however it could be that they have not yet given the various organizational attributes any special tough. As such

this could perhaps explain why they seem to be more influenced by a company's Social value than for instance a company's Development value. Maybe to students on lower semesters, the ingredients of Social value are more familiar since this value is already important in their daily lives as students. As such a good working environment also becomes a priority to them as potential applicants.

Still, although the component of Development value is only influential for master students of 4.semester, it is interesting to see that both of these value components (Social and Development value) are communicated in the trainee ads. In particular StatoilHydro explicitly mention that they are *"looking for someone who identifies with their values, and who believes integrity is part of who we are and what we do"*. As such this statement could be interpreted as a signal that the chosen trainee will feel confident when working for this organization as StatoilHydro share the same values as the trainee. Further, StatoilHydro state that they are *"looking for someone who has proven their ability to deliver"*. Thus when considering whether to apply for this trainee position, the respondents may have thought along the lines that if they were to be accepted, working for this organization would make them feel recognized as they would be looked upon by StatoilHydro as having the ability to deliver. In addition the ads mention *"willingness to learn"* as an explicit quality StatoilHydro is looking for. As such it is likely that this statement will appeal to respondents wanting to gain career enhancing experience, another component included in the motivational component Development value. As such the key words confident, recognized and wanting to gain career enhancing experience, are all ingredients of the motivational component of Development value as suggested by Berthon et al. (2005)

In all, the StatoilHydro trainee ads address factors that consist within two of the components of employer attractiveness, Social value and Development value (Berthon et al. 2005). It being that the findings seem to suggest that these two motivational components have significant value among Norwegian Business students in terms of influencing their intentions of applying for a job, one could ask whether it was the provided information in the trainee ads that lead the respondents to value these

components above the others. By this I am suggesting whether it could be that reading the ads may have provided the respondents with signals implying that the communicated values are existent within StatoilHydro, and as a result these specific motivational attributes were then ranked as more influential in terms of applying for a job than the other motivational factors. As such this could be the reason as to why we have a variation in what motivational factors lead to intention to apply for a job at StatoilHydro among Norwegian Business students. It being that the trainee ads were presented to the respondents prior to the part where they were asked to rank various statements concerning the chosen motivational components by Berthon et al. (2005), I believe this line of events implies the following: The signaled employer qualities affected the respondents' rankings of motivational factors which again explains why these motivational factors seem to be more influential on the respondents' intentions to apply for a job at StatoilHydro than the other suggested motivational factors.

8.3.3 DnB NOR

As for DnB NOR the findings seem to suggest that the motivational component labeled Interest value plays a role in terms of Norwegian Business students' intentions of applying a position with DnB NOR, regardless of what semester they are in. Thus this finding seems to also correspond with that of Turban et al. (1998), namely that qualities such as challenging work has a significant influence on employer attraction. The component Interest value, assesses the extent to which an individual is attracted to an employer that provides an exciting work environment, novel work practices and that makes use of its employee's creativity to produce high-quality, innovative products and services (Berthon et al. 2005). Specifically the trainee ads for DnB NOR state that *"trainees shall bring diversity and new ideas as well being able to identify development opportunities"*. Based on the suggested use of signaling in the StatoilHydro ads, it is further possible that the same mechanisms have been applied here. By this I am suggesting that the respondents may have interpreted this statement as DnB NOR signaling that they as a company both value and make use of their employees creativity. Also information concerning the trainees placement within DnB NOR is provided. In the ad DnB NOR communicates that *"placements will be in three to five different units*

across business areas”. This statement could further be interpreted as a signal of DnB offering an exciting working environment. Thus these findings imply that also here the trainee ads have managed to contain the same motivational attributes that the respondents seem to be of significant importance in terms of their intentions of applying for a job. Specifically, by mentioning creativity and indirectly referring to novel workplaces, two ingredients in the component of Interest value, this form for signaling may have further influenced DnB NORs attractiveness as an employer among Norwegian Business students.

8.3.4 General findings

Overall the findings of this research study seem to imply that the respondents value the same organizational attributes as was communicated in the companies’ trainee ads higher than any other organizational attributes. Specifically, having registered Social value and Development value to both be of influential importance for applying for a job with StatoilHydro, the findings further indicate that StatoilHydro’s trainee ads contain information specifically related to these two value components. As for DnB NOR the same behavioral pattern seems to have taken place. Here the respondents listed Interest value as an influential component in terms of applicant attraction, and as previously suggested, the trainee ads for DnB NOR all contain information involving the contents behind this motivational value component. As such the discovery of these linkages seems to imply that the content of the two companies’ trainee ad may have had a direct effect on influencing what organizational qualities to be of importance when applying for a job among Norwegian Business students. This suggestion further seems to correlate to the finding that attitude towards the ad influences intention of applying for a job for either company. Therefore it is further likely that the respondents have used the information presented in the companies’ trainee ads to search for *similarities* between their employment interest and the firm’s characteristics when ranking their expectations of how it would be like to work for the given company. This further corresponds with the essence of Social identity theory which among other suggests that the organization in which people work is one of the most important determinants of their social identity (i.e. Ashforth and Mael, 1989; Dutton et al, 1994) Put differently, the representation of what

the two companies have to offer to its prospective employees (Backhaus and Tikoo, 2004) seem to have succeeded in terms of these offerings being chosen as attractive values of motivational interest for Norwegian Business students.

As for the components that were chosen to be measured separately, it is worth mentioning that these seemed to have no significant value in terms influencing the respondents' intentions of applying for a job with any of the companies. As such these findings may imply that among Norwegian Business students, what kind of products or services a company offers do not seem to have a significant impact on their intention of applying for a job. Nor does the concern of whether the respondents are offered an above average basic salary influence their intension of applying for a job in a significant way. Also the findings seem to suggest that the component labeled Application value which previously was argued to contain the attribute of CSR, does not seem to have a significant influential affect on Norwegian Business students' intensions to apply for a job. As such this finding corresponds with the suggested findings of the initial research, namely that for Norwegian Business students, CSR does not seem to be an important organizational attribute when considering potential employers. As such, instead of sending socially responsible signals, Norwegian companies should perhaps instead chose to communicate qualities of symbolic and instrumental value in order to attract Norwegian Business students.

As previously argued, the value components of employer attractiveness suggested by Berthon et al. (2005) integrate the job and organizational attributes with employees' symbolic needs such as i.e. people's need to express themselves (Lievens and Highhouse, 1993). Thus by helping Norwegian Business students visualize what it would be like to be an employee of the firm (Turban, 2001) Norwegian companies could help envision specific benefits in order to attract Norwegian Business students (Berthon et al. 2005). The following revised model of the components of Employer attractiveness (figure 6) illustrates examples of some unique aspects a firm could communicate as employment offerings and environment qualities as a means to gain employer attractiveness:

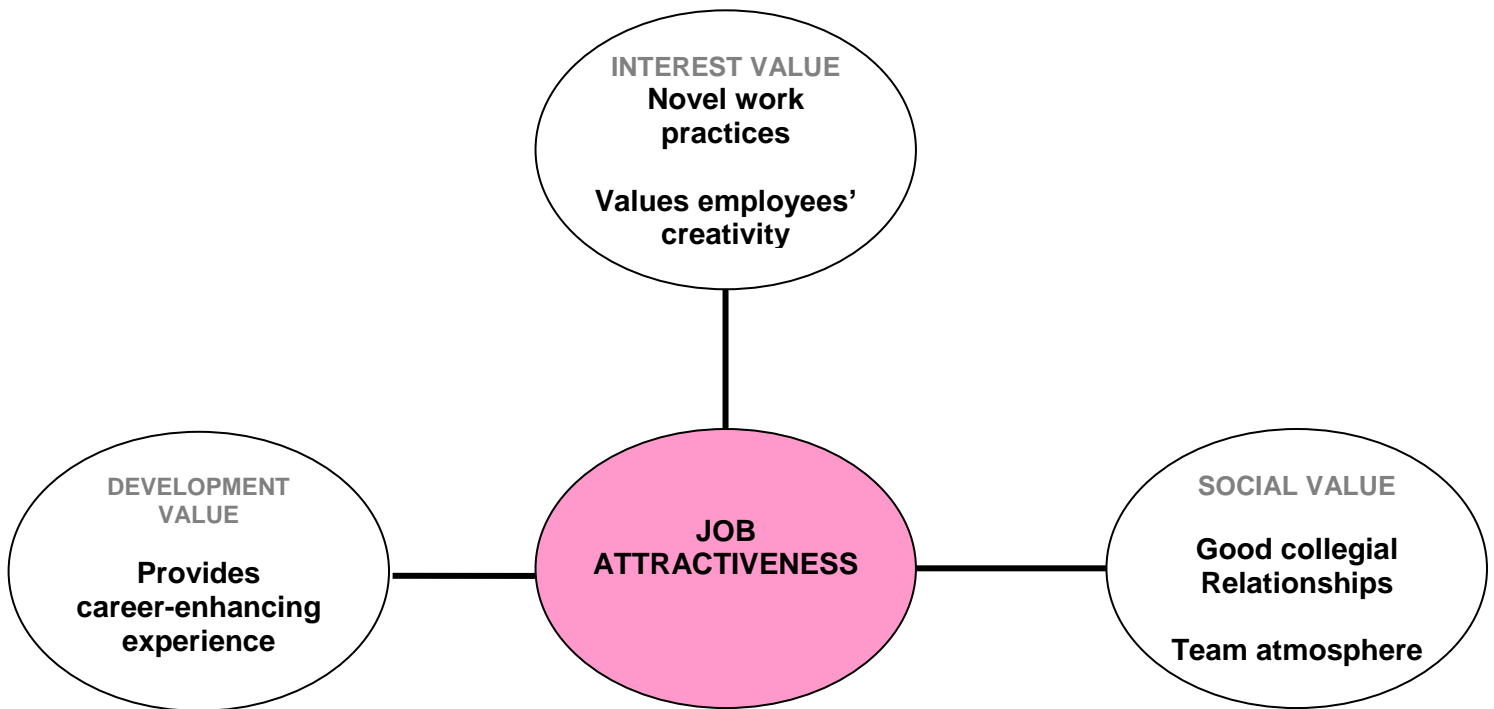


Figure 6: Revised model based on theory by Berthon et al. 2005, suggested aspects of a firm's employment offerings and environment that may be used in order to gain employer attractiveness

As such it may seem as though the motive of wanting to work for StatoilHydro lies in their signaled benefits of Social and Development value. As for potential applicants for the trainee position at DnB NOR, it may seem as though their motive above others lies in the qualities behind the component of Interest value. As such, in order to attract Norwegian Business students the findings suggest that Norwegian companies could emphasize specific qualities of symbolic or instrumental value in a company's recruitment literature and as such use this form of Employer branding to not necessarily manage how potential employees perceive them as potential employers (Sullivan, 2004 in Backhaus and Tikoo), but rather positively influence potential applicants' level of attractiveness.

Therefore it seems as though the findings of this study falls in line with the work of i.e. Collins and Stevens (2002) who suggest that firms that understand how their job opportunities match the needs of employees, and further communicate the value of their job opportunities through a strong and consistent employment brand, will have a strategic advantage in the “war for talent”. More specifically the findings seem to suggest that Norwegian companies could use the marketing tool of Employer branding as a means to *express* a company’s identity claims in order to *impress* the intended target group (Hatch and Schultz, 2008). Thus by being specific about what a company wishes to communicate, such as for instance using selected motivational ingredients from the components Social value or Interest value, these qualities can further be used as a means to signal to Norwegian Business students that the company should be looked upon as an attractive employer. Thus this study further seems to support the commonly held notion that presentation of favorable information will positively influence potential applicants, or even more precisely, influence their intension of applying for the positions posted.

CHAPTER 9: CONCLUSIONS AND IMPLICATIONS

9.1 Conclusions and implications

The findings of this research study seem to suggest that Norwegian Business students do not consider CSR to be important to the overall assessment of a company. As such this could indicate that for Norwegian Business students, companies are able to remain attractive without having to increase their CSR profile. However this does not mean that use of CSR is not to be recommended as an attribute for attracting potential applicants. As suggested, the after-waves of the financial crisis might lead to a more explicit focus on what organizations say and do with regard to both important stakeholders and societal constituencies. As such, informing stakeholders such as potential applicants about a company's social responsibility might continue to grow of importance. In addition this study's findings could be interpreted as a reminder for companies to be concise and explicit when communicating their social responsibility and not take the risk of using "fluffy" words that are difficult to remember.

Overall the findings of this study seem to suggest that attitude towards a company's trainee ad has a significant effect on intentions to apply for a job among Norwegian Business students. In addition, the findings seem to imply that Norwegian Business students use the information presented in a company's trainee ad to search for similarities between their employment interest and the firm's characteristics. By this it seems as though it is the findings of such similarities that motivates their intentions of applying for a job. Based on this I therefore believe obtaining an understanding of how Norwegian Business students evaluate organizational characteristics such as for example "recognition and appreciation of their employers" or "provider of job security", will help Norwegian companies strengthen the ability to make strategic changes in their recruitment material directly targeted at Norwegian Business students. Thus by using the marketing tool Employer branding, Norwegian companies such as StatoilHydro can create a desirable employment image and convey this to Norwegian Business students in order to attract talented workers and make them apply for the offered positions.

9.2 Suggestions for future research

As the image or reputation of an organization will be different for different stakeholder groups, among them prospective employees (Riordan et al 1997 in Albinger and Freeman 2000), Albinger and Freeman (2002) argue that it is important to investigate the perceptions of various stakeholder groups regarding organizations. This is further supported by Fombrun and Shanley (1990) who state that each stakeholder group judges a firm's relative merits by interpreting the informational signals available and makes comparisons of the competing reputational signals received when making decisions (in Albinger and Freeman 2002). As only Norwegian Business students were studied in this research project, it would have been interesting to compare different groups of job-seeking applicants to see whether different findings can be detected between i.e. business and engineering students.

Also having described master students at NSEBA as highly attractive job applicants, such a categorization leaves out students groups who do not have the same privilege in choosing among different job alternatives. As explained by Albinger and Freeman (2000) job-seeking populations with fewer choices often have less education, fewer skills, or are unemployed and have urgent needs for work. As such a further comparison between students of this classification and others would therefore be of interest. In addition it would have been interesting to follow the same group of students in order to see whether changes occur in their evaluations of what motivational components are of importance, as their career as students alter from being 1.semester master students to 4.semester students.

Further, based on the discussion on whether the financial crisis may have an effect on the respondents' answers, it would be interesting to compare whether the relation between an organizations' CSR profile and their attractiveness as employers will be weaker among job seekers with fewer choices, than among applicants with more choices.

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CHAPTER 11: APPENDICES

APPENDIX 1: OVERVIEW OF VARIABLES

CODE	TOTAL CODE	QUESTIONS ASKED IN SURVEY
impad1		I found this trainee ad interesting
impad2		I liked this trainee ad
impad3		I would search for more information regarding this company's trainee program
impad4		I would consider applying for this trainee program
impad5		I would be interested in pursuing this trainee application
impad6		I would exert a great deal of effort to work for this company
Nyattad	impad1+impad2	
Nyintjob	impad4+impad5+impad6	
Impcomp1		I have a positive attitude towards this company
Impcomp2		This company has a good reputation
Impcomp3		I believe this company would be a good company to work for
impcom4		I believe this company has a good working environment
intv1		I believe it would be an exciting environment to work for
intv2		I believe they would be an innovative employer in terms of novel work practices/forward thinking
intv3		I believe this organization would both value and make use of my creativity
intv4		I believe this organization would be one that produces innovative products and services
intv5		I believe this organization produces high-quality products and services
Nyintv	intv1+intv2+intv3+intv4+intv5	

Socv1		I believe it would be a fun organization to work in
Socv2		I believe this company has a management that recognizes and appreciates their employees
Socv3		I believe it would be a place where I would have a good relationship with my superiors
Socv4		I believe it would be a place where I would have a good relationship with my colleagues
Socv5		I believe my colleagues would be supportive and encouraging
Socv6		I believe I would feel accepted as well as a sense of belongingness
Nysocv	socv1+socv2+socv3+socv4+socv5+socv6	
Ecov1		I would believe them to have good promotion opportunities
Ecov2		I would believe them to provide job security
Ecov3		I believe the company would offer an above average basic salary
Ecov4		I believe the company would offer an attractive overall compensation package
Nyecov	ecov1+ecov2+ecov3+ecov4	
dev1		I believe the company would be a springboard for future employment
dev2		I believe I would feel good about myself as a result of working for this organization
dev3		I believe I would feel more self-confident as a result of working for this organization
dev4		I believe I would gain career-enhancing experience
Nydev	dev1+dev2+dev3+dev4	
applv1		I believe I would be working for a humanitarian organization, one that gives back to society
applv2		I believe I would be given the opportunity to teach others what I have learned

Nyapplv	applv1+applv2	
CATEGORIES FROM FACTOR ANALYSIS		
SOCIAL	socv2+socv3+socv4+socv5+socv6+ecov2	
DEVELOP	dev1+dev2+dev3+dev4+ecov1+ecov4	
INTEREST	intv1+intv2+intv3+intv4	
APPLICATION	applv1+applv2	
uncomp1		It was very hard to imagine how it would be to work for this company
uncomp2		I felt uncertain about how it would be to work for this organization
uncid1		It is important that my future employer has a good education
uncid2		I would not apply for a position with a company who is about to take on larger strategic changes
uncid3		I would feel more uncertain about working for an unknown company than a familiar one
uncid4		I believe a familiar firm to be a more attractive employer than an unfamiliar firm
csr1		I believe businesses should work towards the betterment of society
csr2		CSR is an important organizational attribute to me as a job applicant
csr3		It is important that my future employer engages in CSR
csr4		Immediately following business school I plan to focus on securing a job that is socially responsible
csr5		I believe companies who engage in CSR have better working environments than companies who do not
csr6		This company engages in CSR
CSR variables		QUESTIONS ASKED TO THOSE EXPOSED TO CSR

vis1		I knew about the company's CSR involvement prior to reading this trainee ad
vis2		The information concerning CSR in the trainee ad was new to me
cent1		It is important that a company's CSR fits the company's mission and objectives
cent2		The mentioned CSR is suitable for this company
cent3		This kind of CSR is very important in my opinion
spec1		It is important that a company's CSR benefits the company as well as others
spec2		It is important that a company's CSR benefits the collective good
spec3		The CSR mentioned in this trainee ad benefits the company
spec4		The CSR mentioned in this trainee ad benefits the collective good
vol1		Companies should be forced to engage in CSR
vol2		The mentioned CSR is a result of the company's own initiative
vol3		The mentioned CSR is a result of the company being subject to social network pressure
sex		Sex
male	1	
female	2	
semester		What semester are you in
4.semester	1	
1. 2. 3. semester	0	
profile		What profile is your major
STRATvelse		
INB,MIB,MIE,STR	1	
BUS,ECO,ENE,FIE,MRR08,SAM	0	
CSR0	0	What TYPE of CSR does StatoilHydro/DnB NOR engage in?

CSR1	1	
Edited motivating values	Values - mean	
MSOCIAL	SOCIAL-5.26	
MINTEREST	INTEREST-5.36	
MDEVELOP	DEVELOP-5.14	
MAPPLICATI ON	APPLICATION- 4.10	
Integrated variables		
INT_nyattad_S OCIAL	nyattad*SOCIAL	
INT_nyattad_ INTEREST	nyattad*INTERES T	
INT_nyattad_ DEVELOP	nyattad*DEVELLO P	
INT_nyattad_ APPLICATION	nyattad* APPLICATION	
INT_sistesemest er_ SOCIAL	sistesemester* SOCIAL	
INT_sistesemest er_ INTEREST	sistesemester* INTEREST	
INT_sistesemest er_ DEVELOP	sistesemester* DEVELOP	
INT_sistesemest er_ APPLICATION	sistesemester* APPLICATION	

APPENDIX 2: TRAINEE ADS

2.1 Overview of ads

COMPANY	TRAINEE AD	MAIPULATIVE CONTENT
STATOILHYDRO	1	CSR + UNCERTAINTY
STATOILHYDRO	2	CSR
STATOILHYDRO	3	UNCERTAINTY
STATOILHYDRO	4	-
DnB NOR	5	CSR + UNCERTAINTY
DnB NOR	6	CSR
DnB NOR	7	UNCERTAINTY
DnB NOR	8	-

StatoilHydro

StatoilHydro is governed by the principle of sustainability. To care for our people, the environment and the societies in which we operate lies at the heart of how we live our values. As one of many examples we engage in the promotion of human rights, good governance and anti-corruption projects in countries in which we do business. StatoilHydro's ambition is to remain an industry leader in terms of having a low climate impact in each of the activities in which we are engaged.

The trainee program: take part in our process of change

As of now we are in the process of changing our strategy and by this also our name. We are therefore looking for an ambitious trainee who will take the next step together with us.

We are looking for someone who identifies with our values, believes integrity is part of who we are and what we do. We select people who are committed to teamwork, who have proven their ability to deliver, are open-minded and willing to learn.

Our corporate trainee program helps ensure the company meets its long-term demand for professionals and leaders within defined subject areas. During the corporate trainee program you will spend time in two to four different departments or projects. You will have a mentor who will follow up your personal and professional development during the entire trainee period.

To be considered as a trainee you need to have a Master's degree, preferably from NHH, NTNU, i.e. similar institutes abroad. Proficiency in several languages, especially languages we use in our international activities, will be beneficial. Candidates with international experience, or who have lived or studied outside their home country, will also have an advantage.

- Everybody has to contribute a little, we have to contribute more

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The trainee program

Today we are present in over 40 countries around the world, and have ambitions for further international growth.

We are looking for someone who identifies with our values, believes integrity is part of who we are and what we do. We select people who are committed to teamwork, who have proven their ability to deliver, are open-minded and willing to learn.

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- Everybody has to contribute a little, we have to contribute more



StatoilHydro is an integrated technology-based international energy company primarily focused on upstream oil and gas operations. StatoilHydro is listed on NYSE and Oslo Stock Exchange and has its headquarters in Norway.

The trainee program: take part in our process of change

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© StatoilHydro



DnB NOR has a clear policy for Corporate Social Responsibility. Through responsible business operations we prioritize environmental, ethical and social considerations. Our corporate social responsibility is based on our values and we are committed to maintaining high ethical standards and being a partner that can be relied on. DnB NOR also aspires to be a partner for organizations, cultural and sports events.

The trainee program: take part in our process of change

As of now we are in the process of changing our strategy and by this also our name. We are therefore looking for an ambitious trainee who will take the next step together with us.

We are particularly interested in candidates who are business-minded, resolute and have drive. To be considered as a trainee you need to have a Master's degree, preferably from NHH, NTNU, i.e. similar institutes abroad. Trainees shall bring diversity and new ideas to the Group and be able to identify development opportunities.

DnB NOR's trainee program includes an 18-month training program. Placements will be in three to five different units across business areas. Also, parts of the program can be undertaken in subsidiaries or at one of our international offices. During the trainee period, trainees are based in a staff or business unit where they have their own mentor.

One team - seeking solutions to safeguard both people and the environment



DnB NOR has a clear policy for Corporate Social Responsibility. Through responsible business operations we prioritize environmental, ethical and social considerations. Our corporate social responsibility is based on our values and we are committed to maintaining high ethical standards and being a partner that can be relied on. DnB NOR also aspires to be a partner for organizations, cultural and sports events.

The trainee program

Interested in working in an exciting financial services group which is expanding in the Norwegian as well as in international markets?

We are particularly interested in candidates who are business-minded, resolute and have drive. To be considered as a trainee you need to have a Master's degree, preferably from NHH, NTNU, i.e. similar institutes abroad. Trainees shall bring diversity and new ideas to the Group and be able to identify development opportunities.

DnB NOR's trainee program includes an 18-month training program. Placements will be in three to five different units across business areas. Also, parts of the program can be undertaken in subsidiaries or at one of our international offices. During the trainee period, trainees are based in a staff or business unit where they have their own mentor.

One team - seeking solutions to safeguard both people and the environment



DnB NOR is Norway's largest financial services group with total combined assets of NOK 1 600 billion. Our company is represented in more than 200 locations in Norway and hosts in all 13 455 full-time positions.

The trainee program: take part in our process of change

As of now we are in the process of changing our strategy and by this also our name. We are therefore looking for an ambitious trainee who will take the next step together with us.

We are particularly interested in candidates who are business-minded, resolute and have drive. To be considered as a trainee you need to have a Master's degree, preferably from NHH, NTNU, i.e. similar institutes abroad. Trainees shall bring diversity and new ideas to the Group and be able to identify development opportunities.

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APPENDIX 3: SPSS RESULTS

3.1 Frequency table StatoilHydro

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	96	61.5	61.5	61.5
	2	60	38.5	38.5	100.0
	Total	156	100.0	100.0	

Sem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	43	27.6	27.6	27.6
	2	11	7.1	7.1	34.6
	3	46	29.5	29.5	64.1
	4	56	35.9	35.9	100.0
	Total	156	100.0	100.0	

Prof

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	25	16.0	16.0	16.0
	2	3	1.9	1.9	17.9
	3	2	1.3	1.3	19.2
	4	55	35.3	35.3	54.5
	5	1	.6	.6	55.1
	6	5	3.2	3.2	58.3
	7	8	5.1	5.1	63.5
	8	18	11.5	11.5	75.0
	9	17	10.9	10.9	85.9
	10	22	14.1	14.1	100.0
	Total	156	100.0	100.0	

3.2 Frequency table DnB NOR

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	97	61.8	61.8	61.8
	2	60	38.2	38.2	100.0
	Total	157	100.0	100.0	

Sem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	50	31.8	31.8	31.8
	2	15	9.6	9.6	41.4
	3	58	36.9	36.9	78.3
	4	34	21.7	21.7	100.0
	Total	157	100.0	100.0	

Prof

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	31	19.7	19.7	19.7
	2	9	5.7	5.7	25.5
	3	2	1.3	1.3	26.8
	4	56	35.7	35.7	62.4
	6	1	.6	.6	63.1
	7	5	3.2	3.2	66.2
	8	18	11.5	11.5	77.7
	9	11	7.0	7.0	84.7
	10	24	15.3	15.3	100.0
	Total	157	100.0	100.0	

3.3 Descriptives StatoilHydro

Descriptive Statistics

	N	Mean	Std. Deviation
Nyintjob	155	4.8108	1.28653
Nysocv	152	5.1868	.76710
uncomp1	156	3.9808	1.37944
uncomp2	156	4.1603	1.32712
Nyintv	155	5.2323	.83042
Nyecov	155	5.3339	.80445
Nydev	156	5.3798	.94292
Nyapplv	156	4.0994	1.11792
Nyattad	156	5.0192	1.03314
Valid N (listwise)	150		

Descriptive Statistics

	N	Mean	Std. Deviation
Nyattad	156	5.0192	1.03314
semestersiste	156	1.1026	1.79310
SOCIAL	152	5.2566	.76650
DEVELOP	155	5.3645	.83415
INTEREST	155	5.1355	.88560
APPLICATION	156	4.0994	1.11792
intv3	156	4.8269	1.11392
ecov3	156	5.0000	1.16950
INT_attad_MSOCIAL	152	.2965	.77635
INT_attad_MDEVELLOP	155	.3549	1.02912
INT_attad_MINTEREST	155	.2748	.83532
INT_attad_MAPPLICATION	156	.4324	1.30312
INT_semestersiste_SOCIAL	154	.0305	1.36236
INT_semestersiste_DEVELLOP	155	-.1020	1.77841

INT_semestersiste_INTEREST	156	-.0133	1.66330
INT_semestersiste_APPLICATION	156	-.0590	2.39346
Valid N (listwise)	151		

3.4 Descriptives DnB NOR

Descriptive Statistics

	N	Mean	Std. Deviation
nyintjob	153	4.4183	1.58600
nysocv	153	4.8941	.89415
uncomp1	156	3.9487	1.50609
uncomp2	157	4.2548	1.37237
nyintv	152	4.6461	1.02381
nyecov	156	4.9728	.83501
nydev	153	5.0572	.97438
nyapplv	156	3.8333	1.24088
nyattad	156	4.7340	1.29443
Valid N (listwise)	141		

Descriptive Statistics

	N	Mean	Std. Deviation
Nyattad	156	4.7340	1.29443
semestersiste	157	1.2739	1.86950
SOCIAL	152	4.9956	.86058
DEVELOP	153	5.0305	.86970
INTEREST	152	4.5609	1.09143
APPLICATION	156	3.8333	1.24088
intv3	155	4.3613	1.31862
ecov3	157	4.6433	1.16031

INT_attad_MSOCIAL	151	.7112	1.55195
INT_attad_MDEVELLOP	152	.5768	1.73069
INT_attad_MINTEREST	151	.8418	2.07688
INT_attad_MAPPLICATION	155	.4025	1.51257
INT_semestersiste_SOCIAL	155	-.3823	2.01261
INT_semestersiste_DEVELLOP	157	-.7983	2.22890
INT_semestersiste_INTEREST	155	-1.0702	2.74478
INT_semestersiste_APPLICATION	156	-.4462	2.49488
Valid N (listwise)	143		

3.5 Cronbach's alpha coefficient

i) Intension of applying job

Reliability Statistics

Cronbach's Alpha	N of Items
.923	3

Item Statistics

	Mean	Std. Deviation	N
impad4	4.7468	1.60440	308
impad5	4.6883	1.54000	308
impad6	4.4123	1.54058	308

ii) Interest value

Reliability Statistics

Cronbach's Alpha	N of Items
.869	5

Item Statistics

	Mean	Std. Deviation	N
Intv1	5.3713	1.06591	307
Intv2	4.8860	1.20322	307
Intv3	4.5961	1.24711	307
Intv4	4.5505	1.30855	307
Intv5	5.3062	1.17881	307

iii) Social value

Reliability Statistics

Cronbach's Alpha	N of Items
.895	6

Item Statistics

	Mean	Std. Deviation	N
socv1	4.8951	1.07398	305
socv2	4.8885	1.10354	305
socv3	4.9672	1.06015	305
socv4	5.3934	.92264	305
socv5	5.0557	1.00337	305
socv6	4.9705	1.07412	305

iv) Economic value

Reliability Statistics

Cronbach's Alpha	N of Items
.768	4

Item Statistics

	Mean	Std. Deviation	N
ecov1	5.2733	1.00285	311
ecov2	5.4823	1.11537	311
ecov3	4.8167	1.17851	311
ecov4	5.0386	1.06186	311

v) Development value

Reliability Statistics

Cronbach's Alpha	N of Items
.853	4

Item Statistics

	Mean	Std. Deviation	N
dev1	5.4822	1.08585	309
dev2	5.0129	1.26638	309
dev3	4.8350	1.24392	309
dev4	5.5502	1.04830	309

vi) Application value

Reliability Statistics

Cronbach's Alpha	N of Items
.685	2

Item Statistics

	Mean	Std. Deviation	N
applv1	3.5449	1.52089	312
applv2	4.3878	1.17869	312

vii) Attitude towards ad

Reliability Statistics

Cronbach's Alpha	N of Items
.867	2

Item Statistics

	Mean	Std. Deviation	N
impad1	5.1410	1.20529	312
impad2	4.6122	1.30060	312

3.6 One way ANOVA StatoilHydro

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
uncomp1	Between Groups	9.296	3	3.099	1.649	.181
	Within Groups	285.646	152	1.879		
	Total	294.942	155			
uncomp2	Between Groups	2.017	3	.672	.377	.770
	Within Groups	270.976	152	1.783		
	Total	272.994	155			
nyintv	Between Groups	1.023	3	.341	.490	.690
	Within Groups	105.175	151	.697		
	Total	106.199	154			
nysocv	Between Groups	1.229	3	.410	.692	.559
	Within Groups	87.625	148	.592		
	Total	88.854	151			
nyecov	Between Groups	.047	3	.016	.024	.995
	Within Groups	99.613	151	.660		
	Total	99.660	154			
nydev	Between Groups	1.266	3	.422	.470	.704
	Within Groups	136.543	152	.898		
	Total	137.809	155			
nyapplv	Between Groups	1.339	3	.446	.353	.787
	Within Groups	192.370	152	1.266		
	Total	193.710	155			
nyintjob	Between Groups	3.948	3	1.316	.792	.500
	Within Groups	250.945	151	1.662		
	Total	254.893	154			
nyattcomp	Between Groups	1.161	3	.387	.506	.679
	Within Groups	115.505	151	.765		
	Total	116.667	154			
nyattad	Between Groups	2.371	3	.790	.737	.532
	Within Groups	163.072	152	1.073		

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
uncomp1	Between Groups	9.296	3	3.099	1.649	.181
	Within Groups	285.646	152	1.879		
	Total	294.942	155			
uncomp2	Between Groups	2.017	3	.672	.377	.770
	Within Groups	270.976	152	1.783		
	Total	272.994	155			
nyintv	Between Groups	1.023	3	.341	.490	.690
	Within Groups	105.175	151	.697		
	Total	106.199	154			
nysocv	Between Groups	1.229	3	.410	.692	.559
	Within Groups	87.625	148	.592		
	Total	88.854	151			
nyecov	Between Groups	.047	3	.016	.024	.995
	Within Groups	99.613	151	.660		
	Total	99.660	154			
nydev	Between Groups	1.266	3	.422	.470	.704
	Within Groups	136.543	152	.898		
	Total	137.809	155			
nyapplv	Between Groups	1.339	3	.446	.353	.787
	Within Groups	192.370	152	1.266		
	Total	193.710	155			
nyintjob	Between Groups	3.948	3	1.316	.792	.500
	Within Groups	250.945	151	1.662		
	Total	254.893	154			
nyattcomp	Between Groups	1.161	3	.387	.506	.679
	Within Groups	115.505	151	.765		
	Total	116.667	154			
nyattad	Between Groups	2.371	3	.790	.737	.532
	Within Groups	163.072	152	1.073		
	Total	165.442	155			

3.7 One way ANOVA DnB NOR

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
uncomp1	Between Groups	5.872	3	1.957	.861	.463
	Within Groups	345.718	152	2.274		
	Total	351.590	155			
uncomp2	Between Groups	11.185	3	3.728	2.018	.114
	Within Groups	282.624	153	1.847		
	Total	293.809	156			
nyintv	Between Groups	.307	3	.102	.096	.962
	Within Groups	157.971	148	1.067		
	Total	158.278	151			
nysocv	Between Groups	3.637	3	1.212	1.532	.209
	Within Groups	117.888	149	.791		
	Total	121.525	152			
nyecov	Between Groups	1.552	3	.517	.738	.531
	Within Groups	106.520	152	.701		
	Total	108.072	155			
nydev	Between Groups	.327	3	.109	.113	.952
	Within Groups	143.985	149	.966		
	Total	144.312	152			
nyapplv	Between Groups	3.564	3	1.188	.768	.514
	Within Groups	235.103	152	1.547		
	Total	238.667	155			
nyintjob	Between Groups	1.198	3	.399	.156	.926
	Within Groups	381.142	149	2.558		
	Total	382.340	152			
nyattcomp	Between Groups	.166	3	.055	.050	.985
	Within Groups	167.731	153	1.096		
	Total	167.897	156			
nyattad	Between Groups	1.431	3	.477	.281	.839

Within Groups	258.279	152	1.699		
Total	259.710	155			

3.8 FACTOR ANALYSIS

Communalities

	Initial	Extraction
Intv1	1.000	.670
Intv2	1.000	.750
Intv3	1.000	.769
Intv4	1.000	.769
Intv5	1.000	.486
Socv1	1.000	.655
Socv2	1.000	.573
Socv3	1.000	.672
Socv4	1.000	.715
Socv5	1.000	.763
socv6	1.000	.658
ecov1	1.000	.568
ecov2	1.000	.438
ecov3	1.000	.653
ecov4	1.000	.707
dev1	1.000	.697
dev2	1.000	.654
dev3	1.000	.631
dev4	1.000	.687
applv1	1.000	.532
applv2	1.000	.581

Extraction Method: Principal

Component Analysis.

Pattern Matrix^a

	Component			
	1	2	3	4
socv5	.902	-.017	-.045	.003
socv4	.829	.094	-.016	-.097
socv3	.769	-.027	.075	.073
socv6	.730	.025	.112	.023
socv2	.568	.054	.246	.015
ecov2	.538	.083	-.077	.268
socv1	.479	.134	.410	-.219
Intv5	.293	.291	.230	.117
dev1	-.016	.873	-.093	.018
dev4	.108	.780	.012	-.046
dev3	.071	.673	.206	-.154
dev2	.116	.667	.183	-.086
ecov4	-.019	.559	.066	.482
ecov1	.384	.479	-.107	.190
Intv4	-.042	-.022	.889	.063
Intv3	.082	-.055	.839	.057
Intv2	.008	.147	.747	.119
Intv1	.183	.305	.549	-.143
applv2	.318	-.070	.073	.608
applv1	.154	-.106	.335	.522
ecov3	-.190	.491	.178	.519

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Structure Matrix

	Component			
	1	2	3	4
socv5	.872	.359	.408	.215
socv4	.838	.427	.422	.130
socv3	.814	.359	.474	.280
socv6	.804	.398	.501	.241
socv2	.721	.412	.562	.234
socv1	.692	.470	.656	.038
ecov2	.603	.348	.302	.404
Intv5	.568	.546	.535	.318
dev1	.322	.830	.279	.193
dev4	.444	.822	.392	.165
dev2	.479	.777	.508	.145
dev3	.431	.757	.493	.073
ecov4	.380	.691	.420	.624
ecov1	.587	.645	.344	.371
Intv4	.417	.357	.874	.275
Intv3	.500	.356	.872	.280
Intv2	.482	.500	.845	.346
Intv1	.560	.589	.737	.114
applv2	.478	.242	.360	.690
ecov3	.246	.605	.425	.631
applv1	.410	.227	.502	.622

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Component Correlation Matrix

Component	1	2	3	4
1	1.000	.437	.509	.252
2	.437	1.000	.431	.232
3	.509	.431	1.000	.256
4	.252	.232	.256	1.000

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

3.9 REGRESSION ANALYSIS StatoiHydro

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 ^a	.492	.431	.96121

a. Predictors: (Constant), INT_semestersiste_APPLICATION, INT_attad_APPLICATION, semestersiste, DEVELOP, INT_semestersiste_SOCIAL, nyattad, ecov3, INT_attad_DEVELOP, intv5, INTEREST, INT_attad_SOCIAL, INT_attad_INTEREST, INT_semestersiste_DEVELOP, SOCIAL, INT_semestersiste_INTEREST, APPLICATION

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	119.050	16	7.441	8.053	.000 ^a
	Residual	122.883	133	.924		
	Total	241.933	149			

a. Predictors: (Constant), INT_semestersiste_APPLICATION, INT_attad_APPLICATION, semestersiste, DEVELOP, INT_semestersiste_SOCIAL, nyattad, ecov3, INT_attad_DEVELOP, intv5, INTEREST, INT_attad_SOCIAL, INT_attad_INTEREST, INT_semestersiste_DEVELOP, SOCIAL, INT_semestersiste_INTEREST, APPLICATION

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	119.050	16	7.441	8.053	.000 ^a
	Residual	122.883	133	.924		
	Total	241.933	149			

a. Predictors: (Constant), INT_semestersiste_APPLICATION, INT_attad_APPLICATION, semestersiste, DEVELLOP, INT_semestersiste_SOCIAL, nyattad, ecov3, INT_attad_DEVELLOP, intv5, INTEREST, INT_attad_SOCIAL, INT_attad_INTEREST, INT_semestersiste_DEVELLOP, SOCIAL, INT_semestersiste_INTEREST, APPLICATION

b. Dependent Variable: nyintjob

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-1.010	.740		-1.364	.175		
nyattad	.561	.092	.447	6.105	.000	.711	1.407
semestersiste	.032	.045	.045	.717	.475	.951	1.051
SOCIAL	.476	.169	.287	2.823	.005	.369	2.712
DEVELLOP	-.018	.178	-.011	-.099	.921	.284	3.527
INTEREST	.198	.143	.139	1.385	.168	.379	2.638
APPLICATION	.015	.118	.013	.126	.900	.351	2.850
intv5	.031	.106	.025	.295	.768	.518	1.932
ecov3	-.128	.085	-.118	-1.509	.134	.623	1.604
INT_attad_SOCIAL	.178	.152	.109	1.169	.244	.438	2.283
INT_attad_DEVELLOP	-.140	.113	-.109	-1.232	.220	.489	2.047
INT_attad_INTEREST	-.016	.136	-.011	-.121	.904	.475	2.107
INT_attad_APPLICATION	-.090	.087	-.093	-1.045	.298	.484	2.067

INT_semestersiste_SOCIAL	-.191	.084	-.207	-	.025	.458	2.183
INT_semestersiste_DEVELLOP	.187	.072	.265	2.270	.010	.373	2.683
INT_semestersiste_INTEREST	-.112	.079	-.147	-	.161	.353	2.834
INT_semestersiste_APPLICATION	.022	.049	.042	1.409	.649	.451	2.216

a. Dependent Variable: nyintjob

3.10 REGRESSION ANALYSIS DnB NOR

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.534	.474	1.14980

a. Predictors: (Constant), INT_semestersiste_APPLICATION, INT_attad_INTEREST, semestersiste, ecov3, INT_attad_APPLICATION, INT_semestersiste_SOCIAL, APPLICATION, intv5, nyattad, INT_attad_DEVELLOP, INTEREST, INT_semestersiste_DEVELLOP, SOCIAL, INT_attad_SOCIAL, INT_semestersiste_INTEREST, DEVELLOP

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	187.822	16	11.739	8.879	.000 ^a
	Residual	163.933	124	1.322		
	Total	351.756	140			

a. Predictors: (Constant), INT_semestersiste_APPLICATION, INT_attad_INTEREST, semestersiste, ecov3, INT_attad_APPLICATION, INT_semestersiste_SOCIAL, APPLICATION, intv5, nyattad, INT_attad_DEVELLOP, INTEREST, INT_semestersiste_DEVELLOP, SOCIAL, INT_attad_SOCIAL, INT_semestersiste_INTEREST, DEVELOP

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	187.822	16	11.739	8.879	.000 ^a
	Residual	163.933	124	1.322		
	Total	351.756	140			

a. Predictors: (Constant), INT_semestersiste_APPLICATION, INT_attad_INTEREST, semestersiste, ecov3, INT_attad_APPLICATION, INT_semestersiste_SOCIAL, APPLICATION, intv5, nyattad, INT_attad_DEVELLOP, INTEREST, INT_semestersiste_DEVELLOP, SOCIAL, INT_attad_SOCIAL, INT_semestersiste_INTEREST, DEVELOP

b. Dependent Variable: nyintjob

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2.025	.960		-2.110	.037		
	nyattad	.613	.109	.502	5.614	.000	.469	2.131
	semestersiste	-.108	.070	-.127	-1.539	.126	.550	1.817
	SOCIAL	.229	.221	.126	1.034	.303	.255	3.921
	DEVELLOP	.206	.242	.114	.848	.398	.207	4.836
	INTEREST	.386	.169	.269	2.279	.024	.271	3.695
	APPLICATION	-.150	.113	-.114	-1.324	.188	.503	1.988
	intv5	.061	.114	.047	.540	.590	.498	2.009
	ecov3	-.022	.115	-.016	-.190	.850	.540	1.852
	INT_attad_SOCIAL	-.102	.127	-.101	-.803	.424	.236	4.233
	INT_attad_DEVELLOP	-.008	.099	-.009	-.081	.935	.301	3.320
	INT_attad_INTEREST	.122	.089	.162	1.371	.173	.271	3.693
	INT_attad_APPLICATION	.091	.089	.086	1.027	.306	.539	1.855
	INT_semestersiste_SOCIAL	-.135	.096	-.177	-1.410	.161	.239	4.191
	INT_semestersiste_DEVELLOP	.050	.088	.070	.569	.570	.252	3.967
	INT_semestersiste_INTEREST	-.012	.072	-.021	-.161	.872	.231	4.321
	INT_semestersiste_APPLICATION	-.026	.054	-.042	-.486	.628	.503	1.988

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2.025	.960		-2.110	.037		
	nyattad	.613	.109	.502	5.614	.000	.469	2.131
	semestersiste	-.108	.070	-.127	-1.539	.126	.550	1.817
	SOCIAL	.229	.221	.126	1.034	.303	.255	3.921
	DEVELLOP	.206	.242	.114	.848	.398	.207	4.836
	INTEREST	.386	.169	.269	2.279	.024	.271	3.695
	APPLICATION	-.150	.113	-.114	-1.324	.188	.503	1.988
	intv5	.061	.114	.047	.540	.590	.498	2.009
	ecov3	-.022	.115	-.016	-.190	.850	.540	1.852
	INT_attad_SOCIAL	-.102	.127	-.101	-.803	.424	.236	4.233
	INT_attad_DEVELLOP	-.008	.099	-.009	-.081	.935	.301	3.320
	INT_attad_INTEREST	.122	.089	.162	1.371	.173	.271	3.693
	INT_attad_APPLICATION	.091	.089	.086	1.027	.306	.539	1.855
	INT_semestersiste_SOCIAL	-.135	.096	-.177	-1.410	.161	.239	4.191
	INT_semestersiste_DEVELLOP	.050	.088	.070	.569	.570	.252	3.967
	INT_semestersiste_INTEREST	-.012	.072	-.021	-.161	.872	.231	4.321
	INT_semestersiste_APPLICATION	-.026	.054	-.042	-.486	.628	.503	1.988

a. Dependent Variable: nyintjob

APPENDIX 4: Universum Graduate Student Survey

Graduate Student Survey Norway- Rangeringer Statoil, Hydro & StatoilHydro fra 1998-2008					
Statoil		Hydro		StatoilHydro	
Year	Business	Year	Business	Year	Business
				2008	1
2007	1	2007	4		
2006	1	2006	4		
2005	1	2005	2		
2004	1	2004	8		
2003	1	2003	12		
2002	1	2002	14		
2001	3	2001	11		
2000	16	2000	11		
1999	1	1999	6		

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